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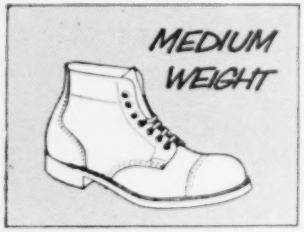

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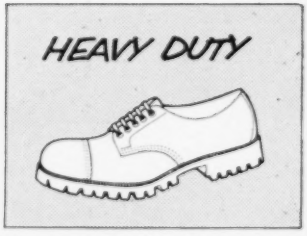

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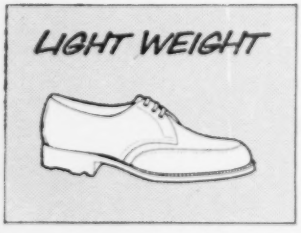

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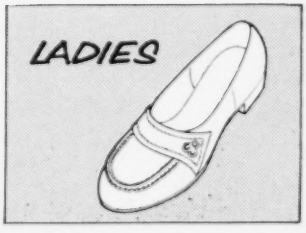

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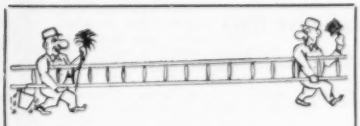

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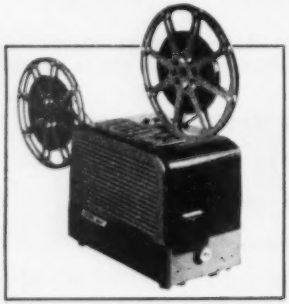

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MANAGEMENT DIARY FOR MAY

BRITISH ASSOCIATION OF INDUSTRIAL EDITORS

18-21 **Torquay.** 11th Annual Convention, including presentation of awards for the 1960 House Journal Competition.

BRITISH INSTITUTE OF MANAGEMENT

3 **London.** The rôle of the business economist

9-11 **Leamington Spa.** Retail management conference

11 **London.** Management ratios and inter-firm comparison seminar for directors, general managers and senior accountants

18-19 **Birmingham.** Preventive maintenance : the installation or revision of schemes

24 **London.** Pensions

25 **London.** Consultants : this conference describes the services afforded to industry by management consultants, including a short history, an industrialist user's view of consultancy, and management control—followed by a brains trust.

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2-6 Foremanship : aimed at introducing members to a practical way of handling human and production problems and securing greater co-operation on the shop floor and on the site

9-20 Work study : two-week course for middle and senior management to give an appreciation of the subject, with training in method study

23-27 Packaging : up-to-date information for specialists on various means of packaging and discussion of future developments.

INDUSTRIAL WELFARE SOCIETY

Non-residential courses and conferences in London

3-4 Retail sales assistants

3-5 Job evaluation

9-11 Personal secretaries

10-12 Industrial and factory law

17-19 Producing a house magazine

18-19 The use of visual aids

30-31 First part of sandwich course for potential supervisors. Other sessions will be held from June 27-28 and July 25-26.

Residential conferences

13-16 **Brighton.** Foremen and forewomen

24-27 **Bournemouth.** The workings of social and sports clubs.

Meeting outside London

17-18 **Glasgow.** Personal secretaries.

London day-conferences, lunches and afternoon meetings

2 Suggestions schemes

4 Manual lifting and handling for the retail trades

6 Industrial films

24 Physical aids to office efficiency

31 Apprentice associations.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Week-end residential courses

6-8 **Droitwich.** The practice of communication : syndicate exercise to give supervisors an opportunity of thinking about the basic skills called for in getting new ideas launched in a manufacturing company

13-15 **Droitwich.** The practice of supervisory management : exchange of experience and ideas on being responsible for other people's work

20-22 **Bournemouth.** Work study : introduction to the techniques of motion study, time study and job evaluation, illustrated by ciné films and exercises in job analysis and effort-rating

27-29 **Droitwich.** Human relations : special consideration of the problems in human relationships which every foreman must be able to solve.

INSTITUTE OF PERSONNEL MANAGEMENT

7-8 Midland Region Conference

24 **Slough Group—London Branch.** The office manager and the personnel function : talk by Mr. J. S. Cleaver, accounts office manager, E. Gomme Ltd. 7.30 p.m. The Royal Station Hotel

25 **Central London Group—London Branch.** Present assumptions in British industrial relations : a critique by Miss Nancy Seear, London School of Economics. 12.30 p.m. Royal Commonwealth Society, Northumberland Ave., W.C.2.

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26-27 **Manchester.** Improved techniques for the selection of salesmen and executive, supervisory, office and plant personnel: course for directors and senior executives who have a specific responsibility in this field

30-Jun. 1 **Eastbourne.** Building a better management team: for top executives responsible for the whole company team and who want more emphasis on policy and organization, and less on actual selection techniques.

ROYAL SOCIETY FOR THE PREVENTION OF ACCIDENTS

27-29 **Scarborough.** National Industrial Safety Conference.

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)

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APPLICATIONS stating age, qualifications and experience with the names of two persons to whom reference may be made to HOSPITAL SECRETARY, GRIMSBY GENERAL HOSPITAL, SOUTH PARADE, GRIMSBY.

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Applications with full details including names and addresses of two referees to the Group Secretary, 7 Nelson Gardens, Plymouth.

News and Comment

INDUSTRIAL RELATIONS, a new box-office attraction since the success of last year's film, 'I'm all right, Jack', seems likely to be a money-spinner again this year. 'The Angry Silence'—an exposé of relations between one man and his trade union workmates—was recently seen by a party of personnel managers and shop convenors, working for the Dowty Group Ltd.

SOMEBODY MUST HAVE stuck a pin in the 'bulge'. Employers in the Midlands are understood to be re-engaging their pensioners in an attempt to counteract the labour shortage. With just over 18,000 wholly employed and twice that number of vacancies unfilled, the unemployment rate in the area is 0.9—the lowest in the country.

MAILED FIST OR VELVET GLOVE? Executive authority will be in the news again when the Institution of Works Managers runs a series of lectures next month in Birmingham. Group Captain C. F. Daubney, managing director of Creed & Co. Ltd., will be getting to grips with the problem on May 11. Star speakers at other sessions will be Frank Heller on April 27—The Significance of the Company Structure; Dr. George Copeman on May 4—Executive Pay and Promotion; and Professor J. V. Connolly on May 18—The Development of Executive Morality. (Details from Mr. W. R. Pickering, Welded Steel Tube Co. Ltd., Wednesfield, Staffs.)

ALL THE CAGES have been thrown wide open. In the current issue of *Electricity*, official journal of the electricity supply industry, Mr. A. R. Cooper, member of the Central Electricity Generating Board predicts: "The tendency will increasingly be to regard the leader and the led as being men who are doing different jobs rather than as higher and lower forms of life."

STAFF MANAGERS may soon need a few tips from labour officers on token strikes. Scientists at the Atomic Energy Research Establishment, Harwell, registered their dissatisfaction with conditions of service by taking the day off; 120 pilots of Aer Lingus withdrew their labour in support of dismissed colleagues; and a protest march was staged by 2,000 Prudential Assurance agents to demonstrate their grievances.

A MAN IN A HUNDRED, an enthusiast with a sound, analytical mind, balanced judgment, and an aptitude for human relations—part of a 'commando team'. A perfect analysis of the company personnel manager, but it was a partial description by Mr. D. L. Nicholson, managing

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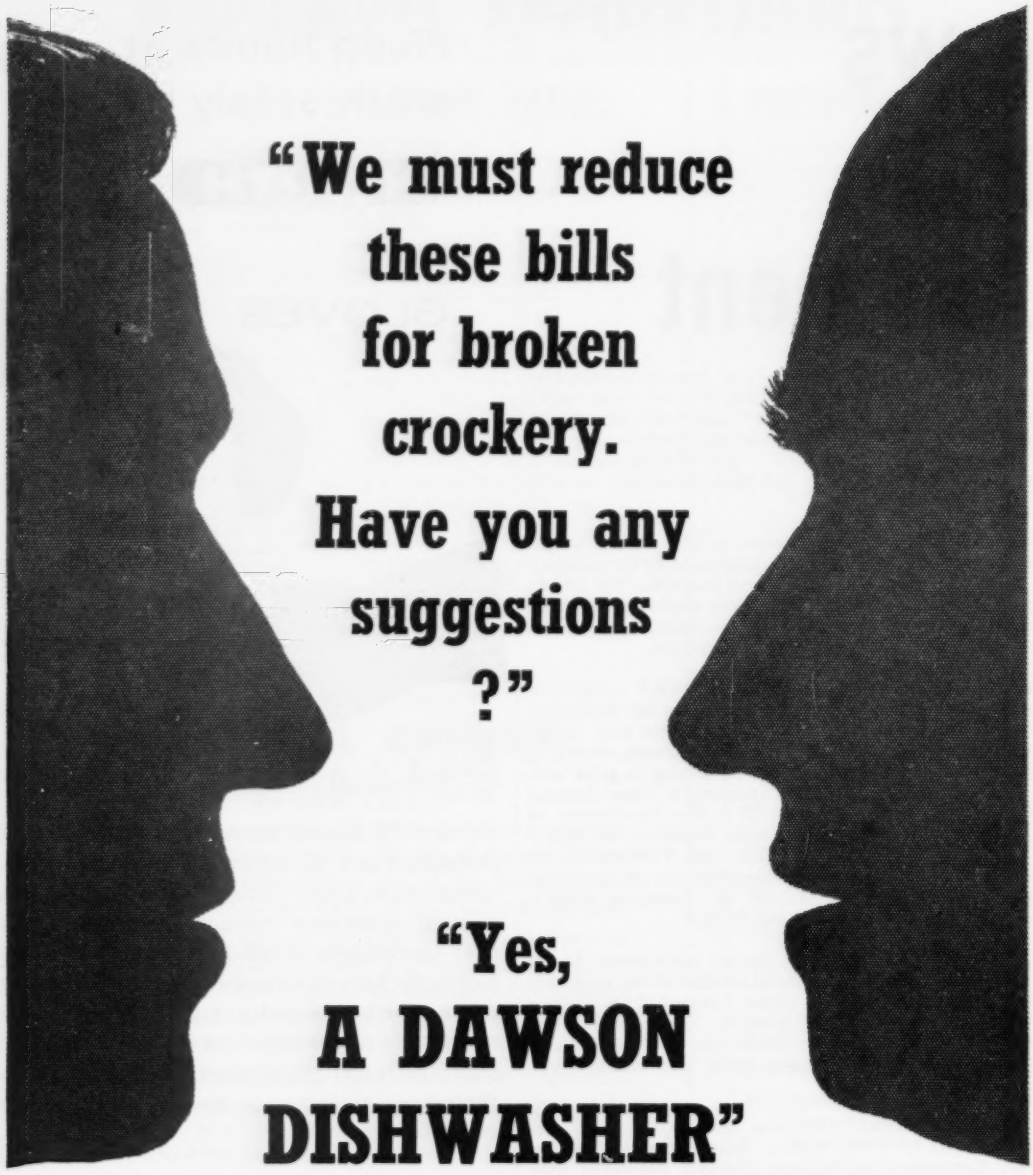

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News and Comment CONTINUED

director of Production-Engineering Ltd., of one of the 1,000 consultants operating within the Management Consultants' Association, who look forward to saving industry more than £100 million during the next 10 years.

COMMERCIAL TELEVISION is now being used to advertise the facilities of the Noble Lowndes Pension Service. Under a pilot scheme, viewers in Yorkshire, the West of England and South Wales will be especially reminded that time is running short for them to decide, presuming they are employers, whether they should contract out of the Government's graded pension scheme.

LORD NUFFIELD and Russian trade union leaders agree over problems in the motor industry. The story is not there at the moment, but with the establishment of the International Institute for Labour Studies in Geneva it could easily happen. By gathering eminent persons from industry and the trade unions, the Institute aims at promoting a better understanding of labour problems in an objective and scientific manner. Realistically, the Institute will avoid adopting decisions or conclusions.

THE PROPOSITION that safety and money go together has at last found influential champions. A cash prize of £500 will be awarded to the winner of the 1960 National Safety Contest. Sponsored by 35 leading companies, the contest lasts four weeks (from April 25), and seeks ideas that will save lives and limbs—at home, at work, and on the road. The chairman of the contest, Mr. R. R. Harris, M.P., puts the case in a nutshell: "The country cannot afford the ever-increasing accident rate. Something positive has to be done—something practical rather than a constant shouting of slogans which are obviously not getting us anywhere."

HOW'S YOUR SHORT-TERM MEMORY? If you think that it is good, perhaps you had better go and see Dr. A. T. Welford of the Ergonomics Research Society. He will tell you that unless you use systematic methods (simple items like a pencil and paper for messages) in helping to remember things, you may be less efficient as an administrator than you think. He will also tell you to rely less on the telephone, and to commit more items to paper. This was the advice he offered to members of the IPM Harlow Group in March.

FROM BLACKSMITH TO WELFARE OFFICER via the post of chief engineer. That has been the career of Mr. F. Hill who recently retired from employment with Flowers Brewery at Luton, after 47 years' service. Probably not the usual pattern of development for a welfare officer, but undoubtedly one which has ensured a greater degree of personal acceptance by employees and by management.

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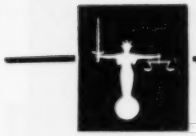

RIGHT SIDE OF THE LAW
by COUNSEL

The apprentice who drops out

AN old legal dictionary defines an apprentice as someone who is bound under indentures to an artificer or a tradesman to be taught his mystery of trade. The employer who contemplates introducing an apprentice into his business, besides considering the position as regards the appropriate trade union, would be well advised to examine some of the legal rules which bear on this very ancient practice. Some of these rules can be onerous and, in these days perhaps, rather unusual.

First of all, let us look at the steps necessary to create the relationship. The actual contract of apprenticeship must be in writing, otherwise it cannot be enforced. Usually it is by deed. (Stamp duty, incidentally, was abolished by the Finance Act, 1949.) The consent of the person being apprenticed is necessary whether or not he, or she, is a minor; but such consent is not sufficient by itself—the contract must be executed.

Broken ties

Moreover, it is important to note that the contract will not bind the apprentice if he is under age, unless, taken as a whole, it is for his benefit. What this means has naturally been the subject of a good deal of litigation. On the whole, however, it is a question of taking a commonsense view of the obligations and the advantages. An infant apprentice cannot, as a rule, be sued upon his covenants; and so it is usual for the parent or guardian concerned to covenant, on his behalf, that he will carry out his obligations.

The question of board and lodging requires special consideration because instruments of apprenticeship often expressly provide for this or for wages in lieu. Like the obligation to provide medical care (which probably exists at Common Law and is also generally provided), this is now usually of little practical importance, when it is customary to pay wages to young people under training and there is also the National Health Service.

It is the breach of a contract of apprenticeship which generally gives rise to most difficulty and annoyance. The employer is entitled to sue the sureties on the contract, and he may even recover damages. But he cannot do so in respect of loss of services for the rest of the term of the apprenticeship after the action, nor even sue the apprentice himself for any part of the premium which may not have been paid. Of course, none of the parties may be worth suing!

The courts will not force an apprentice to carry out his contract or grant an injunction against a breach of it during the term. This may give rise to difficulties in respect of trade secrets. How is one party to the arrangement to dissolve the contract? This is not always an easy matter. The apprentice must be able to show both that it is for his benefit that he should be released, and that the contract generally is not for his benefit. But an infant apprentice may avoid his contract at or within a reasonable time of reaching the age of 21.

On the other hand, misconduct by the apprentice does not, necessarily, give the employer a right to put an end to the contract. Under this heading, the courts have stated that neglect, disobedience, absence, delinquency or drunkenness do not justify the master's ending the contract, though these shortcomings would provide a good answer to any allegation by the apprentice that he had not been properly instructed. Actually, the remedy is to make sure that there are covenants in the instrument which cover all these matters, and give the master a right to dismiss for misbehaviour. Otherwise, there is a distinct possibility that the master/employer, will be saddled with a thoroughly unsatisfactory individual.

In the case of the individual master, death or bankruptcy puts an end to the apprenticeship in the absence of special covenants, and so likewise does the death or permanent incapacity of the apprentice. It is worth noting that a dissolution or alteration in the constitution of a firm may, and often does, end a contract of apprenticeship. In a case decided in 1940, it was held that the dissolution of a partnership amounted to a breach of the contract with the apprentice; this consequence could have been avoided by binding the apprentice to one of the partners.

Trade customs

The temporary illness of the apprentice does not end the contract. The master and the apprentice, if they are both in agreement, can put an end to the contract, even if the latter is an infant. Normally a master or employer cannot call on his apprentices to serve outside the United Kingdom, unless it is the type of business which would take them abroad in the usual course.

Finally, in what circumstances does a contract amount to a contract of apprenticeship when there is no express declaration? If the teaching and learning aspect is not primary but incidental, the arrangement is probably only a contract of service. Conversely the obligation to do work in return for a wage does not affect matters where the right to instruction exists. It was said earlier that apprenticeship is a very ancient practice. In consequence, the legal position is often affected by the customs of particular trades and places. For instance, in the City of London, masters have certain rights to transfer apprenticeships. Many other such instances could be cited and this should be borne in mind when entering into contracts of this kind.

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SUPERVISION ★ TRAINING ★ CYBERNETICS ★ COURSES

Cybernetics and Management, by Stafford Beer. *English Universities Press, 26s. post paid.*

CYBERNETICS is the scientific study of the nature of control—not in the narrow sense of command and the giving of orders, but in the subtle sense of self-regulation and adaptability. Management might be considered as a profession of control; and for this reason, it can find in cybernetics a scientific tool for understanding and organizing systems and machines to assist with the handling of men and situations.

Many readers will recall the inspiring account of this subject given by Mr. Beer at last year's I.P.M. Conference, at Harrogate. He feels that although new methods and enlightened management are often said to have transformed British industry, the fact remains that the index of industrial production has not moved up for four years.

The learned head of the department of operational research and cybernetics with the United Steel Companies says: "We desperately need some radical new advance, something qualitatively different from all our other efforts, something which exploits the maturity and experience of our culture. A candidate is the science of control."

The Office Supervisor, by H. E. Niles, M. C. Niles and J. C. Stephens. *Chapman & Hall, 50s. post paid.*

NUMEROUS ADDITIONS have been made to this book since the first edition appeared in 1935. However, the emphasis on the prime importance of human relations is retained; and the delicate balance of the values of the group (or team) has been further emphasized. The authors describe automation "advancing upon the office like a bulldozer, uprooting both procedures and attitudes", so that they have been compelled to consider at length the effects of the increasing pace of change on the office.

The tone of the book is conditioned by the view that the values of the Free World are being challenged by world events. When 'management' is referred to, the reference is directed towards an activity consistent with practices experienced by the authors in newly independent India. They agree with Chester Barnard that the organization is "a system of co-operation activities," and they believe that more intelligent co-operation can be expected when people are treated as participants and partners in a joint undertaking. The results are not only better work but better people.

Sandwich Courses, by P. F. R. Venables. *Max Parrish, 19s. post paid.*

IN A SANDWICH COURSE, college study and industrial training, in six-month periods, alternate over several years. As principal of the Birmingham College of Technology, Dr. Venables has been in an excellent position to examine the early difficulties of this recently developed system of instruction.

His book is of topical interest to industrialists at this time when engineers, technicians and technologists are in such demand. An authoritative essay on 'Aspects of Industrial Training' is contributed by Mr. R. Ratcliffe, deputy controller of the R.O.F. The author looks forward to "a great adventure in technical education, based on a growing co-operation and mutually respecting partnership between industry and education."

Operator Training in Industry, by W. Douglas Seymour. *Institute of Personnel Management, 8s. post paid.*

THIS NEW TRAINING broadsheet is concerned with the training of unskilled and semi-skilled operators in manufacturing industries, i.e. those in occupations for which time-served apprenticeships are not required. The work is grouped into the following categories: handwork, handwork with tools, single-purpose machine work, multi-purpose machine work, group machine work and non-repetitive work.

An outline is given of some recent developments in training techniques, based on wartime experience in the Services and munition factories and on investigations by several universities and research institutions into industrial skills.

Underlying these techniques is the recognition that operator skills in industry are varied and highly developed, and that the training of new workers must be based on an analysis of these skills. And it is stressed that merely to show a trainee how to do a job and then leave him to attain, in his own time, the standard of output and quality expected of experienced workers, is inadequate for present-day industry.

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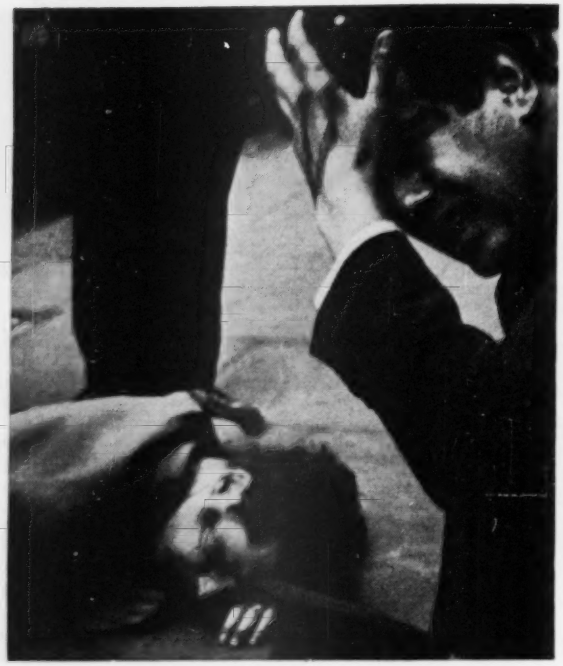

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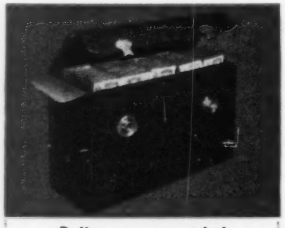

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PERSONNEL MANAGEMENT IN PRACTICE

EMPLOYEES of **Thermotank Ltd.**, in **Glasgow**, have received a gift of £150,000 to mark the transfer of the 'family business' into a public company. Following on the merger of Thermotank Ltd. with **J. & E. Hall Ltd.** (now the firm is Hall-Thermotank), sixteen hundred workers will share the sum mentioned.

The chairman, Mr. Iain M. Stewart, made this personal gesture in appreciation of the excellent service given by the workers during the years when his family were in control of the firm. Cheques have already been sent to individuals who qualified in this way: for each year's service, employees were awarded £5, and all those with more than 15 years' service were paid £10 a year. Evidently, merger is not a dirty word in some firms.

★

THE amusing illustration reproduced from the pension scheme booklet of the **A. C. Nielsen Company** in our March issue impressed many readers as a fresh approach to a 'welfare' publication. Happily, other firms are making use of the ingenious methods of **Richard Garrett Services Ltd.**, of Sevenoaks, Kent, who produced this entertaining booklet.

We reproduce (right) a visual aid from *Safety in the Shipyard*, created by Richard Garrett for the apprentices of **Cammell Laird & Co. (Shipbuilders and Engineers) Ltd.** With the intention of training the apprentices employed in the shipyard to grow safety-minded, and at the same time attempting to overcome the natural indifference to this kind of propaganda, Richard Garrett decided to have as much fun with it as possible.

With cartoons and comic verse, Cammell Laird might well have a success in making their youngsters safety conscious that is quite out of proportion to this unpretentious, 15-page handbook. "A laugh with the right teacher goes further than a long lesson from the wrong one".

★

EVERY month, some firm breaks a record with its long-service awards; but in these days when mobility of workpeople is becoming increasingly important and sentimental links with employers are quickly disappearing, it seems unlikely that this kind of benevolence will be perpetuated.

For instance, so many employees of the Kemsley and Sittingbourne (Kent) divisions of **The Bowater Paper Corporation Ltd.**, qualified for long-service awards during 1959 that the recent annual presentations ceremony had to be spread over two consecutive Saturdays. A record number of 199 employees completed periods of service to qualify for awards by the Bowater Long-Service Association: six for 50 years, 105 for 40 years and 88 for 25 years.

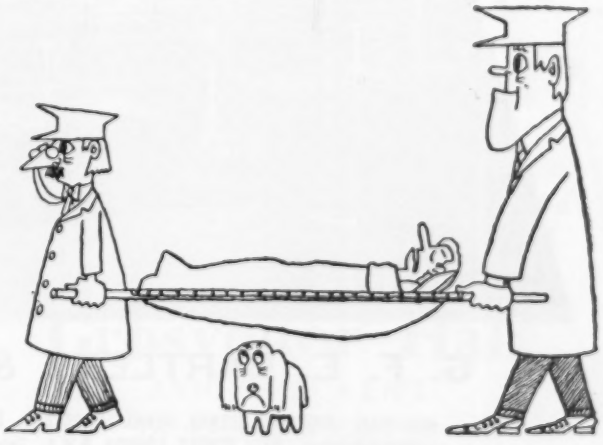
Since the present system of awards came into operation in 1952, 1,321 employees in these two Bowater divisions have qualified for 25-year awards, 428 for 40-year awards and 38 for 50-year awards. During 1960, it seems probable that 76 will qualify for the 25-year award, 17 for the 40-year and four for the 50-year award.

Are employees convinced that workpeople such as the Bowater employees would feel a loss or have a diminished loyalty if, instead of a badge and £10 (25 years), a gold watch (40 and 50 years), a sum of money were added to the wages in the anniversary pay-packet. Watch-minded benevolence is beginning to appear out-of-date and such welfare seems rather top-heavy.

★

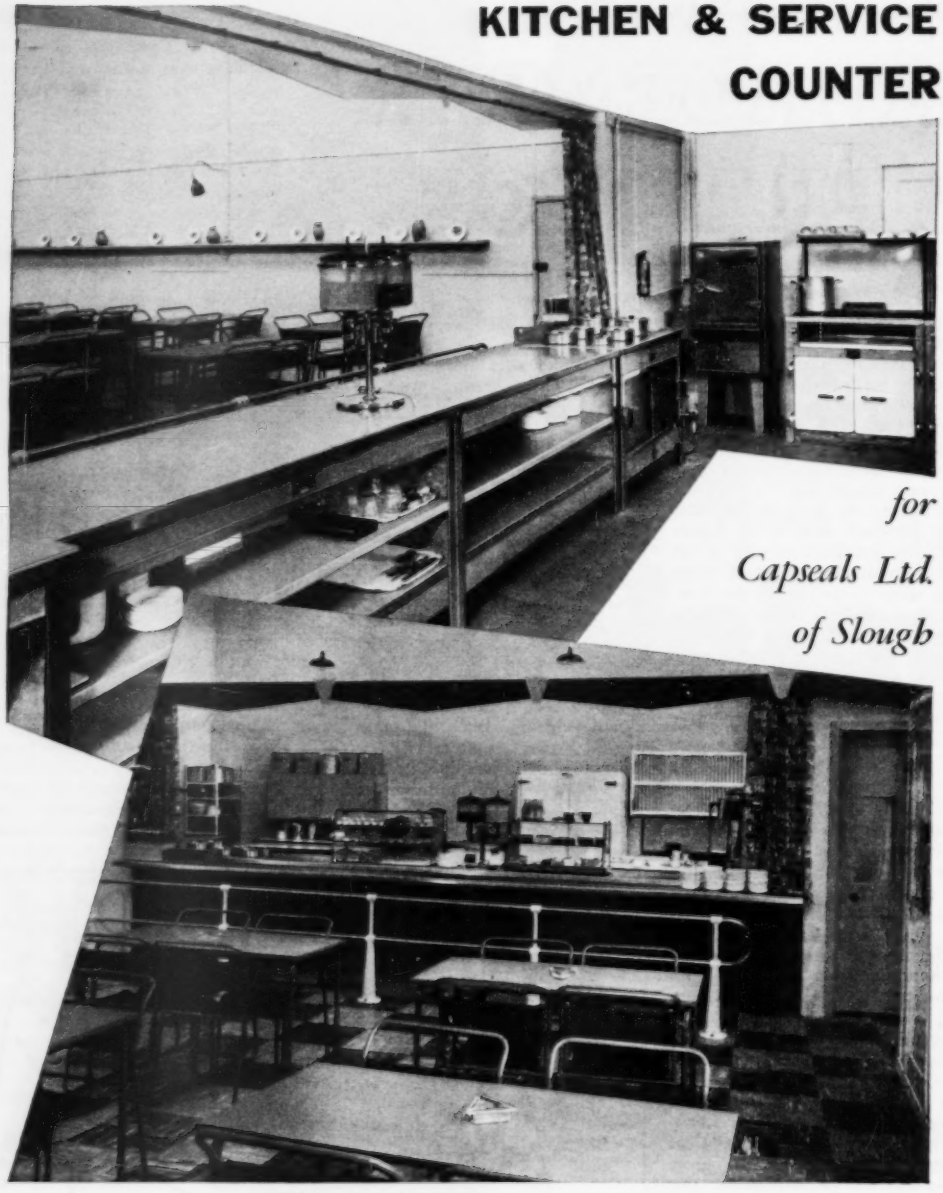
WHERE there's muck, there's brass—is absolute nonsense. **Mr. H. F. Spencer,** managing director of **Richard Thomas and Baldwins Ltd.**, thinks that this old Yorkshire saying must have been coined by "one of the old school who was trying to excuse himself for making a lot of money he was not entitled to by neglecting the safety of his workpeople". This observation was made at the presentation to the Panteg section of a trophy won for the fourth time in seven years, in the Company's safety competition for 1959.

"Safety is bound up with tidiness and good-housekeeping", said Mr. Spencer. "If a place is untidy, you



The moral is this simple fact:
Employ the guard—remain intact.

KITCHEN & SERVICE COUNTER



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PERSONNEL MANAGEMENT IN PRACTICE

can bet your bottom dollar it is also accident-prone." He went on to say that no section is more loyal than Panteg: "Here is something homogeneous, something good, something fine". He joked that if this works is £20 below its usual level of profits, a special meeting of the Board is held to find out what has gone wrong.

The chief safety engineer of RTB, **Mr. Arthur Taylor,** remarked that Panteg is outstanding in the whole steel industry and that no other works shows such a low accident-frequency rate. The general manager of Panteg, Mr. E. Millington, who received the trophy from Mr. Spencer, said that a clean works is essential to the production of stainless steel. "Every week something is done a little better to the benefit of the whole works". A clear case of pace-setting in the safety field!

★

GUILDFORD and District Productivity Association is to sponsor a suggestions competition this year, with a prize of £20 to the employee who submits to his management the best suggestion in his firm. The £20 award will be in addition to any payment the management may make to the employee for his suggestion.

Such an offer is a splendid stimulant to works suggestions schemes in the Association's area—from Addlestone to Woking, Aldershot to Haslemere—especially to small firms who may be thinking of starting a scheme. The vice-chairman of the Association, **Mr. E. C. Gordon England,** in launching 'the offer', said that this competition could ensure a free flow of ideas, and it should encourage firms to urge their employees to enter.

An astringent postscript was added to the speeches of the principal speakers at this gathering by **Dr. J. Faraday,** assistant manager of the central work-study department of ICI. He said that American industry was two to two-and-a-half times more productive than British industry, but our inventiveness is second to none in the world. However, when it comes to putting that into practice, the Americans are better than we are. A warning for all suggestions scheme organizers!

★

A RARE bird is the personnel manager who is not too self-effacing to appear in his own advertisement. **Mr. W. M. R. Jeffreys** (right), of **IBM United Kingdom Ltd.,** is clearly not self-effaced. Our cutting is one of a series in the national Press: the other advertisements show IBM people who are already doing the jobs advertised. There are several obvious qualities that recommend this series.

First of all, the pictures are friendly and informal—an excellent contrast to the precise job descriptions that are listed beneath them. Then, in this advertisement, they meet the smile of Mr. Jeffries before they see him in person, that is, if the jobs attract them to send in an application for employment. And the frank tone must attract thousands of job-seekers who are bored by the clumsy, impersonal, inaccurate accounts of vacancies that the inexpert continue to devise.

★

MOST people have probably noticed and even started to forget that 1960 is a leap year. One firm, **Thomas Potterton Ltd.,**

makers of domestic gas-fired and oil-fired boilers, observed this calendar aberration with a curious Press advertisement. Their copy stated that because of new techniques and a greater volume of production, Thomas Potterton propose improved specifications, improved working conditions, improved value for money.

It is unusual for firms to refer to the

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PERSONNEL MANAGEMENT IN PRACTICE

effects of the volume of business on working conditions in advertisements; and not every company can boast of being as flexible as this firm — a subsidiary of De La Rue since the end of the war. "Improved working conditions, including more holidays for those who make the boilers"—the copy ran — which means two days added to the annual leave for all employees. Thus, hourly-paid workers enjoy more holidays than their unions demand and weekly-paid people qualify for three weeks (instead of two) after two years with the firm.

★

CONFIDENCE can often be detected in the well-pruned paragraphs of the annual company report; but it is not so common to come across references to long-established employee benefits (that ensure good industrial relations) which have frequently been the buttresses of a company's continued progress.

There is a time for silence, and a time for speaking out—as **Mr. G. H. Latham**, chairman and managing director of **The Whitehead Iron and Steel Company Ltd.,** demonstrated on March 21, at Newport, Mon. He observed that during recent years, prominence has been given to profit-sharing schemes introduced by several companies; and he thought it opportune to recall his firm's pioneer work in this connection.

Since 1923, Whitehead employees have had an interest in the prosperity of the Company. During the past 15 years, over £1,000,000 has been distributed to employees under their profit-sharing scheme and every employee has benefited. On average, everyone has been paid roughly £70 each year. To drive home his 'historic' note, Mr. Latham recorded that for the year ended October 3, 1959, the total sum distributed through profit-sharing and pensions (staff and works employees) amounted to £150,000.

★

OVER the past two years, **W. G. Grant & Co. Ltd., of Carnoustie,** have gone one step further than most firms who indulge in 'community relations' by actually taking space in the local weekly newspaper to publicize events that have happened—or are about to happen—within the firm.

This news column, which appears at irregular intervals, was introduced in the first instance to maintain a good relationship between the firm and the people of Carnoustie, and also to bring to the attention of the employable local public, news of progress and events in what they call the 'Factory by the Sea'.

This firm's management is convinced that this medium has assisted greatly in the recruitment of labour, and in eliminating misplaced doubts in the minds of a good number in what is, in effect, a rural community. They feel that a further use of these announcements has been to check rumours that could have been of a damaging nature to the firm. Sensitive to the fact that people like to see their name in print—employee as much as employer—an effort is made to connect factory events with individuals, and reprints of the Saturday newspaper column are available in limited supply within the works.

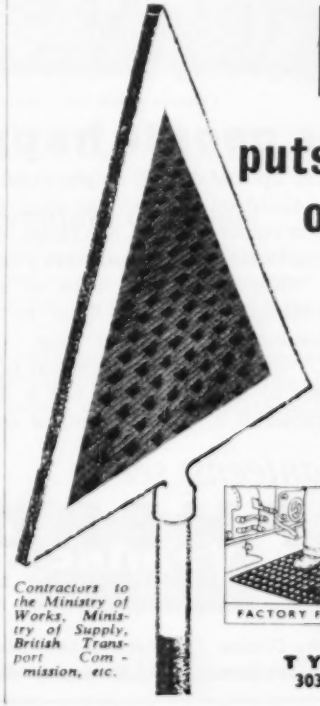
YORKSHIRE IMPERIAL METALS LTD. propose to run an inter-departmental good-housekeeping competition at their Leeds works, on a trial basis.

They feel that the prizes—a cup for the winning department and individual awards of Premium Savings Bonds for each member of the department—will help to stimulate interest. Not every firm will admit to the close relationship between improved tidiness in the factory and a reduced accident rate.

This month's cover

Work-study is no longer a devilish science feared by everyone who is a stranger to it. The interest shown in the British Productivity Council's new film, **A Company of Men,** is evidence of the progress made in selling work-study. Our picture shows a production director fighting off a strike caused by a consultant.

Yet, firms where work-study has not entered, would profit greatly from a viewing. Other films that reduce resistance to this technique are reviewed on pages 28/29.



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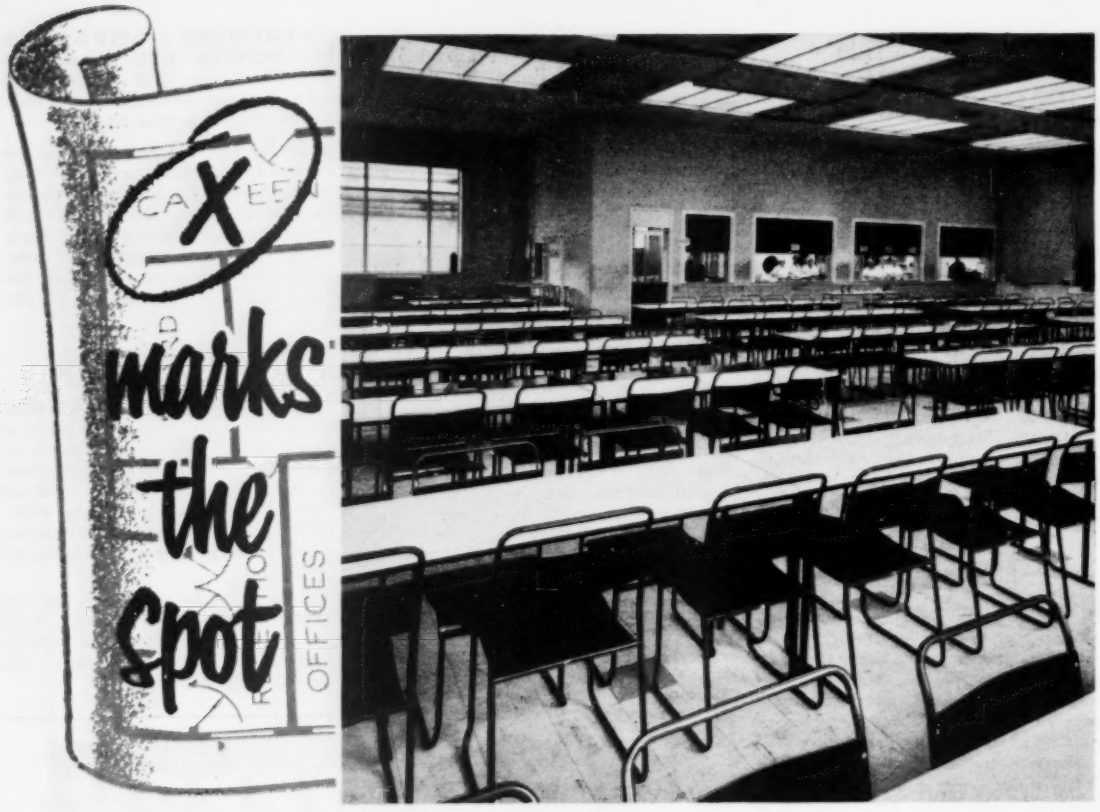

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THIS IS 1970

—*for safety officers like Mr. Aston of Kodak*

by John Samson

TO say that you comply with the Factories Acts is to confess that you are ten years behind the times. That is the maxim I was offered recently by Mr. F. H. Aston, senior safety officer of Kodak Ltd., manufacturers of photographic film and apparatus, at Wealdstone in Middlesex. And indeed it is a deplorable fact that so many firms rely solely upon governmental legislation (which gives, of course, only minimum requirements), to stimulate action in accident prevention.

It has often been said by small firms that they cannot afford to employ a safety officer, nor do they think it necessary. This is surely closing one's eyes to the problem. It is not beyond the ingenuity of managers of small companies to club together and share the expenses of a safety officer. The Kodak management have been convinced for years that their prosperity, efficiency and good labour relations have been aided in no small measure by a sensible, down-to-earth policy of accident and fire prevention.

The Kodak Safety Department is manned by three full-time safety officers and one full-time instructor on internal transport driving and manual lifting. They are responsible for implementing the rigorous safety programme throughout the Kodak organization which, in personnel, amounts to a figure around 9,000. Geographically, it extends the length of the country and includes the various wholesale and developing and printing branches in places as far apart as Glasgow and Bristol, Stevenage and Liverpool.

Whenever possible, the fact that the Safety Department is an advisory service is stressed; and over the years a very healthy atmosphere of co-operation between all levels of supervision and workers has grown up, with the result that branch managers now seek advice on matters relating to their own particular field of operation whereas, in the past, they struggled on their own.

First steps

In the continuous battle against the unpredictable hazards of modern industry, the Safety Department has a very close liaison with the Engineering Division Drawing Office, which issues plans of all new processes, machines and buildings. Right from the concept of a project, the relative safety officer is consulted; and during the early stages, modifications or alterations are discussed and no less than fifty-two specific items appertaining to safety are considered by him. Once work has commenced on site, the officer responsible for that particular area has to assess the degree of compliance with his department's specifications through daily contact with the engineers and builders.

During these days of increasing productivity, the need to replace worn and outdated equipment is pressing, and since the war, Kodak have been installing new plant and equipment at a high rate. This has presented the Safety Department with problems; and to overcome the need for specialized inspection before installation, the safety officers are first of all notified of all intended purchases, the intention being that the estimated cost of purchase and installation can include, where necessary, a sum of money to cover costs of guarding, interlocking, etc.

Another instance of safety control is in the use of radio-active materials such as thickness gauges and luminous compounds. All orders for radio-active materials are sent out with a special label which is attached to the goods by the supplier. The Safety Department is notified when these goods are delivered to the Kodak Receiving Stores. A safety officer, previously trained in monitoring and detecting radio-activity, then tests the goods; and if found acceptable, gives permission for them to be despatched to the user departments. Nothing is left to chance. From their long experience, the Kodak

safety officers have learned that any device or process may contain unpredictable hazards. Therefore, they follow up these particular materials to ensure that the job for which they were purchased has not altered.

Counting the days

It was proved to me that a safety officer's association with scheduled maintenance is of particular importance. Since it is often known when a particular mechanism is likely to develop a fault or to become dangerous through normal wear and tear, there is every reason to initiate measures for ensuring that this item is thoroughly overhauled well before that time. If lifting gear, for example, normally requires attention at six-monthly intervals, it is obviously good production planning and a good and safe practice to see that it is checked at three or four-monthly intervals.

By applying this reasoning to every installation throughout the organisation, the Safety Department brings accident prevention to the forefront of every employee's mind. After all, it is a fact that in many firms maintenance is connected exclusively with annual holidays.

Obviously, these three safety procedures—project inspection, equipment examination and scheduled maintenance—do not necessarily involve the active participation of works personnel outside the Engineering Division. All three are specific tasks carried out by sections who are appointed for those purposes; hardly any of these jobs require the help of other employees on production work. Therefore, once the plant is installed in a safe manner, and once steps are taken to ensure that the machinery is as safe as possible, it becomes the safety officer's function to recruit the support of production employees.

A machine guard or other safety feature is usually installed easily but it is no simple matter to assure the operator that it is there for his benefit and not to make the job more difficult or to slow it down. Success in this field must inevitably come from education and training. The mainstay of the Kodak safety training programme is the supervisor. He is the man of authority who is most likely to be on hand when accidents occur; therefore, he is the man who must have the best working knowledge of the Company's safety procedures and practices, as they are to be applied on the shop floor.

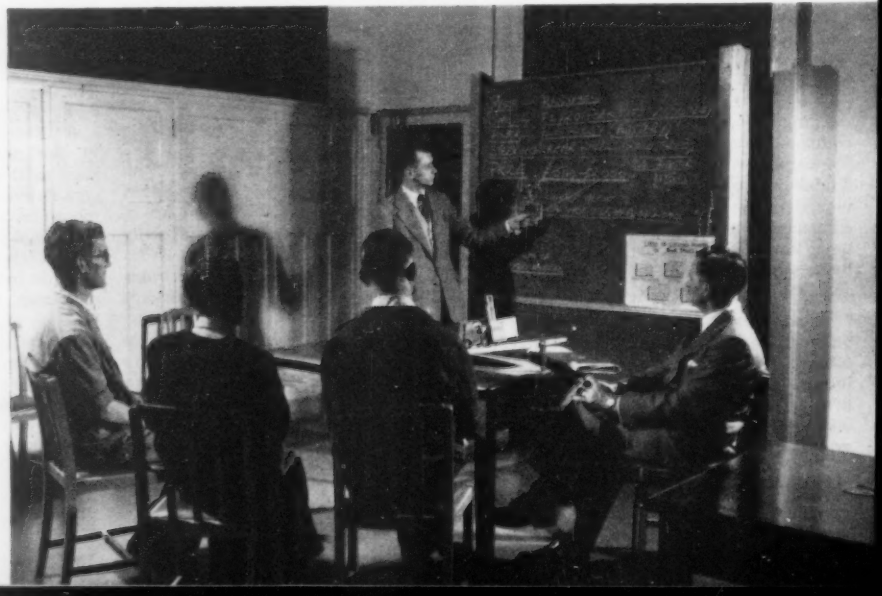
All supervisors at Kodak receive specialist training in safety methods: on them is placed the responsibility for seeing that nothing unsafe is allowed to happen; or, if it does, for ensuring that action is taken, in consultation with the Safety Department, to put it right. Indeed, Mr. Aston maintains that safety is a service to supervision; it must help to set them in their proper place, as members of management who are in the working areas to fulfil the aims of the Company's policy in all respects.

Of course, it is not for the supervisor alone to instruct each of his team in the rules of accident-prevention. He is there primarily, as far as safety is concerned, to see that the instruction, which has already been given to operators, is followed. In the first instance, no employee is permitted to start work at the plant without having first been introduced to the firm's safety rules. Once a month, as part of the Kodak instruction course, new entrants are informed of the Company's policy in these matters. By means of a demonstration, the Safety Department attempts to create a sense of responsibility in every employee towards the Company, himself and his fellow workers. A regular feature of the initial safety lecture is presentation by one of the safety officers of evidence of the results of unsafe practices. This may take the form of a series of photographs showing how easily a man can come to grief, if he refuses to use the guards provided for his protection. On the other hand, it may be the actual pair of splintered goggles that saved a man's sight.

Follow through

Once the employee has entered the factory workshop, he is not allowed to forget the Company's concern for safe practices. Whenever he comes to perform a particular task, he will find that the job-instruction card specifies when and where safety equipment and devices are to be used during the process. Again, the supervisor is there to make perfectly sure that these instructions are obeyed to the letter. He is also available to explain the reasons for certain safety precautions in the event of an employee's failure to recognize a hazard.

In addition to the circulation of a monthly newsletter which highlights some specific occurrence, the Safety Department holds regular displays on certain, well-defined aspects of safety: proper handling, the use of protective clothing, explosive materials, safe work-



Small-group instruction in safety for drivers is typical of Kodak thoroughness

ing at heights, etc. Naturally, they use their own product to put across the points they wish to emphasize, but this does not prevent their using a host of other materials, some distributed by national organizations, many constructed by the safety officers themselves. They have also built up an enlightening museum containing examples of unsafe practices (and their consequences), actually discovered within the works: a blown fuse in a fusible plug top on a portable drill was replaced with a Rawlplug covered with silver paper, a mangled rubber glove that was not designed to withstand the effects of strong acids.

The value of safety committees is great, of course, provided that the agenda is kept entirely to safety problems. Safety meetings are held at regular intervals throughout the larger departments of the organization. Once a month, there is a formal gathering of the safety committees which represent each section of the Engineering Division's workshops (the Safety Department being a member of the Engineering Division). This committee comprises the relevant safety officer for each section, the section supervisors and elected employees to represent the views of their colleagues. This is an intermediate level of joint consultation: its terms of reference establishing it as the body which receives problems from the sub-section safety committees which cannot be dealt with at source, and also imparts new codes of practice or other relevant information down the line.

Feed-back

Naturally, recommendations also travel in the other direction for higher approval, as did the problem of work permits some years ago. Following comments from the safety committees regarding congestion, unsafe practices, and so on, during shut-down periods when the pressure of work is intense, investigation showed that a need existed for some sort of control of labour in certain areas. Kodak now have work permits for maintenance men entering any potentially hazardous area—flammable, toxic, corrosive, etc., and all work carried out in the power house on power lines. The permits ensure that areas are ready for maintenance work and they also tell the man what precautions are required, if any. As in all committees of this kind, 11 out of 12 suggestions may be very trivial, but by patience and understanding, Kodak have found that the twelfth is of immense value.

No safety officer can stand aloof from the other services within a factory.

GRANDMOTHERS FOR SALE
Is your factory organized so that everyone must be a slave of production?
How many firms care about developing better people as well as better products?
Is it true that some management plans compel the employee to leave his conscience at home?
How does Discussion Leader (p. 27) strike you?

One of the close inter-service ties at Kodak exists with the Medical Centre. Making a daily visit to the Centre, each of the three safety officers collects and discusses with the medical staff the returns of accidents that occurred on the preceding day. In this respect, it is essential to remember that an accident at Kodak is, by definition, any incident which necessitates an employee's reporting to the Medical Department for treatment: it may be for no more than a pin-prick. The returns are thoroughly scrutinized and analysed back at the Safety Office.

The aim is primarily to try to establish whether there is a frequent recurrence of particular incidents that constitute an industrial hazard which has hitherto escaped the eagle-eye of the safety officer. With recurring injuries, or a series of accidents to different people in one department, the safety officer and the supervision concerned will immediately carry out an appreciation of the working procedures and conditions, thereby attempting to analyse the causes and, if required, to establish a new set of instructions to minimize, if not eliminate, any repetition of the accident.

Apart from their links with the medical officers, Kodak's safety men also maintain close liaison with the full-time fire officer. The nature of the processes and of the product make the Company fully conscious of the need to establish strict discipline to prevent fire and in the event of an outbreak of fire. Every precaution is taken to ensure that a minor outbreak is never allowed to get out of hand.

There are full-scale fire drills twice a year. All departments are 'turned out' by the fire stewards in each building. Real-life conditions are simulated as far as possible (barriers are placed across some of the exit doors) and the Fire Department criticizes the drill, deliberately exaggerating the effects of a fire in that department.

With the same care that they exercise in checking the safety features of their plant and buildings, Kodak test various articles of protective equipment to ensure that all eventualities are catered for with the best available equipment. Standards are laid down after exhaustive tests, and there is only one correct wear for one particular job. As Mr. Aston observed: "You don't just buy breathing apparatus; you must make sure that you have the correct type available for every conceivable situation, in addition to normal production needs. A fireman may be obliged to stay inside a burning building for 10 minutes; on the other hand, he may be required to remain there for half-an-hour or more." This analysis of the firm's requirements is repeated for boots, shoes, helmets, gloves, goggles, overalls—the gamut of protective wear.

It works

A common criticism levelled at many safety officers is that, although they take great pains to provide workers with the right kind of protection, they are never quite so successful when it comes to making the men wear it. From the employee's point of view, he often resents having to pay for his protection, even if it is at a vastly reduced rate. At Kodak, all equipment required for the safe performance of a job is issued as standard equipment: boots for those handling heavy loads (including a second pair for use while the others are under repair): goggles where there is danger from flying particles or splashes; masks, gloves and helmets. A wide range of safety shoes for men and women is offered to employees at cost price with arrangements for hire purchase being available. These shoes are for all employees, whether engaged upon hazardous work or not.

Such is the far-sightedness of Kodak in this matter of industrial safety that it would not be rash to predict that, when we see the provisions of the Factories Act, 1970, we shall merely be required to implement what Kodak are doing in 1960. Whether we think of safety in terms of lost production-time, or whether we shudder at the cost in human lives, we must remark that the Kodak programme is not merely a work of safety promotion — it is basically a fight against apathy.

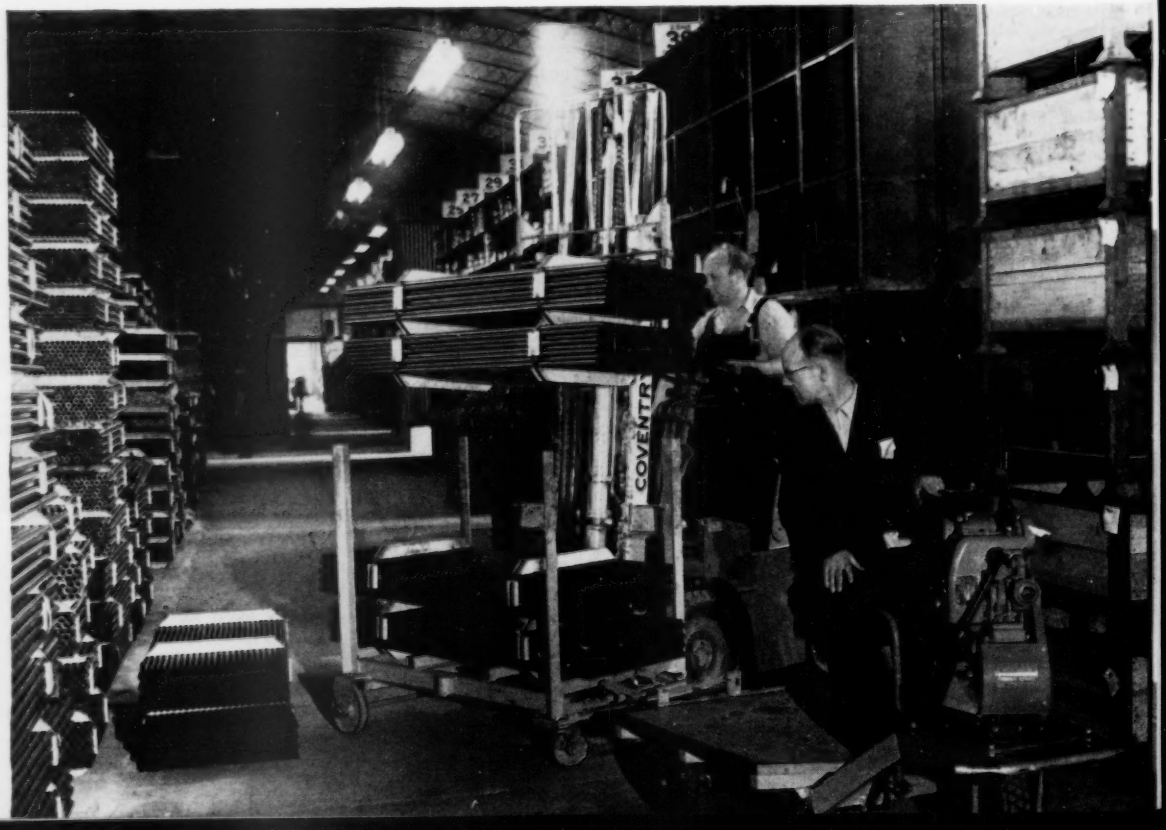
Personnel Managers at Work

THIS MONTH: | Cox & Co. (Watford) Ltd.

Mr. da Costa says

KNOW YOUR UNIONS

by Mark Essendon



MOTOR-VEHICLE manufacturers are notorious for their unhappy industrial relations: in the second half of 1959 there was a substantial rise in the number of hours lost to them through labour unrest and disputes. Unlike most industries, success or failure of production depends for the motor industry largely upon a close integration of the work programmes in many factories throughout the country—including a significant number of accessory and component manufacturers. Although their primary relationships are purely contractual, the repercussions of unrest or inefficiency in just one minor unit are capable of wreaking havoc inside the others.

We might ask: Could personnel management do more to discover a way round the problems which beset the industry and its subsidiaries? In search of an answer, I visited the factory of one of the most important motor-accessory manufacturers—Cox & Co. (Watford) Ltd., in Hertfordshire.

This firm produces a high proportion of metal car-seat frames for British motor manufacturers. A family business, they have been making metal furniture and seat frames for over 32 years—21 of them at the present works. In 11 years, they have practically doubled their payroll (650 workers in 1948; 1200 in 1959). And since 1948, the personnel manager at Cox has been Mr. S. da Costa, an ex-R.A.F. navigator who originally embarked upon personnel work with the De Havilland Engine Company after the Second World War. Mr. da Costa was appointed to replace the previous employment officer at Cox's, and since then has built up a department which gives every indication of carrying out the real function of personnel management. Now he is assisted by one male assistant, four female assistants (one of whom is the women's personnel officer), a timekeeper, a canteen manageress and a full-time nursing sister. He himself is on call 24 hours a day.

Outlining the working routine of the factory as a whole, Mr. da Costa explained some of the difficulties that beset the accessory manufacturer. One of the greatest appears to be the fluctuations in the production schedules of the vehicle manufacturing industry. Then there is the fact that these bulky products make large scale storage impossible—by Cox or their customers.

More than steady production, adequate storage affects labour relations in accessory manufacture

Could anyone, in such circumstances, create a systematic personnel programme? Purely on observation, it is clear that Mr. da Costa has risen to the challenge and has successfully sold his function to management and workers alike. He insists, of course, that the function is not yet fully developed—there remain many jobs to do. But the major plan is already well established, i.e. the status and responsibilities of the personnel manager in relation to the Board, to management and to employees. Mr. da Costa is answerable solely to the members of the Board.

One-man stand

Any consideration of the engineering industry automatically raises the question of labour relations and negotiations. This is unavoidable in the case of Cox, since the factory is 100 per cent trade-union organized. It employs members of the AEU, the ETU, the Transport & General Workers' Union, the Boilermakers' Society, and the National Union of Furniture Trade Operatives (the last mentioned employed on the tubular furniture side of the firm). Both on informal and formal matters, Mr. da Costa deals with the union representatives.

In order to administrate effectively, Mr. da Costa has developed a thorough working knowledge of the various Union structures; and he has made it his business to be fully conversant with the various national agreements reached between employers and unions as collective bodies. Because of his knowledge of this complex subject, he is in an excellent position to advise other members of the management team. By virtue of this knowledge he has become the trusted management representative in all matters affecting relations with the employees.

From this beginning, Mr. da Costa (together with the general factory manager) meets the union representatives once every fortnight on a formal basis. Although the agenda is drafted principally by the unions, he is advised of the topics which will come under discussion. Thus, he is allowed a reasonable time in which to fill any gaps in his knowledge. He also has time to consult with the Board, advising them on the course of action which he feels should be taken, in the event of demands being made by the employees.

At the meetings, Mr. da Costa becomes the representative of management: he does not occupy that central, peace-making position that is favoured by so many other personnel managers. His place on the management side of the table does not in any way destroy the confidence of the union representatives, for they acknowledge that he may already have explained to the Board that certain claims will have to be allowed. But they know too that this personnel manager cannot be intimidated by union representatives; and he certainly cannot be hoodwinked into accepting claims that bear no relation to conditions and rates that prevail, either nationally or with firms in that district, and that are generally unacceptable.

Mr. da Costa is also responsible for adjusting the wage rates to comply with any new agreement. In fact, a large proportion of his time is allotted to administering and maintaining wage and salary structures. If he feels that there is any need for revision of the rates paid to employees, regardless of whether there has been pressure applied by the unions, it is he who will propose new scales. His influence in these matters extends to supervisory level. He has also introduced merit-rating schemes for grades of indirect employees, e.g. inspectors and viewers, fork-truck drivers, storemen, general labourers, fitters and machine setters. Although assessments are carried out annually by foremen and production superintendents or engineers, a final decision is not reached until the personnel manager has investigated the assessments, especially if they indicate a judged decrease in ability.

The personnel manager's active participation in negotiations and in the administration of wage and salary scales is not, in this case, merely intended as a check on procedures or an attempt at ensuring fair play.

Purse strings

A personnel manager who is not conversant with wages policy cannot hope to recruit employees wisely, particularly in the engineering industry where changes are so rapid. It is essential that the recruiting officer (who is most often the personnel manager) should be able to tell applicants the current payment and be capable of

making reasonable predictions about future prospects. Serious loss of confidence can result if applicants discover, after appointment, that false promises were made at their interview. It is equally important in the event of an employee's leaving the Company to work elsewhere locally. In many cases, the sole reason is a financial one; and only a personnel manager in charge of salary revisions could bring about the required changes to reduce labour turnover.

Fully committeed

Apart from Mr. da Costa's rôle as consultant in financial dealings with unions and employees, he performs an important task in maintaining industrial peace between worker and management levels. At monthly intervals, the Joint Production Committee meets—with the personnel manager as secretary. The purpose of these meetings is to provide an effective line of communication between management and workers. Topics discussed include the state of orders, future prospects, proposed innovations and the situation regarding availability of supplies and materials. These subjects are of vital interest to unions, personnel manager and the Board alike, since they are frequently the root causes of potential unrest.

Other topics discussed by the Joint Production Committee permit a more active contribution to be made by the workers' representatives. In the event of the planning department's formulating new systems or a revised plant lay-out, no action is taken until they have been scrutinized and discussed at the committee meetings. Welfare subjects too are brought up at these times (welfare in this context relates exclusively to working conditions: leaking roofs, etc). The final item that receives attention—itself a large factor in communication—is the suggestions scheme sub-committee. This body is composed of one technical manager and two workers, all three members of the Joint Production Committee. They report on their work to the committee, thus bringing a much larger body in to influence their proposals for the making of awards. At the same time, the entire committee is not overburdened with the responsibility of administering the suggestions scheme.

A Welfare and Benevolent Committee is chaired by Mr. da Costa. Its function is to consider cases of hardship amongst the firm's employees. Grants have already been made to provide for a worker to be sent for a period of convalescence to the seaside after a serious illness. This situation arises more often in cases where the man has not been recommended for convalescence by the hospital authorities, but where it is considered that he would be better for a period of complete rest. In certain circumstances, grants are also made to the widows of deceased employees. In each case, the money is provided from the Company's profit-sharing scheme which is administered by the personnel manager and his committee. The accepted rule is that, after the half-yearly profits have been distributed out of the scheme, every employee is obliged to contribute at least ten shillings to the benevolent fund.

Mr. da Costa also sits on the Safety and Canteen Committees which meet monthly. The personnel manager's activities in these spheres are limited to the supervision of the facilities provided. There is a full-time canteen manageress who administers her industrial restaurant, but there is no full-time safety officer. Therefore, the personnel manager must guide those responsible for this work.

He recruits all grades of labour up to assistant departmental manager level, and carries out joint interviews in co-operation with the departments. Apart from the usual qualities required, he is principally interested in whether the applicant has sufficient resilience of character to be capable of meeting the high pace of the motor industry. Mr. da Costa feels that one essential which cannot be easily measured is "Will the applicant fit in with what is basically a happy unit". But, by and large, recruitment is frequently a question of supply and demand of labour.

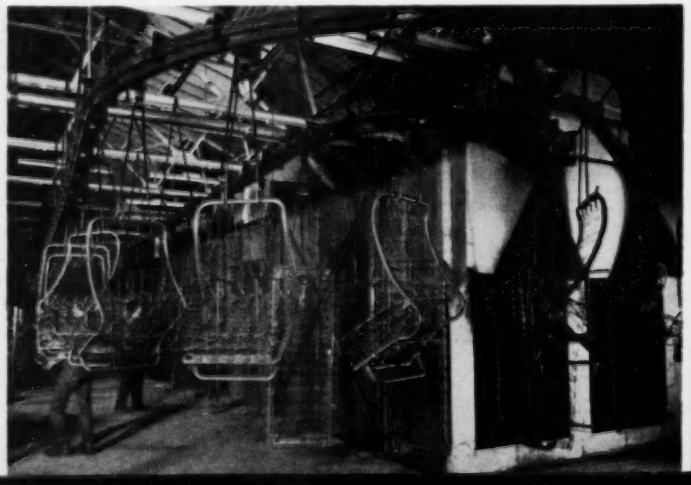
Therefore, his main consideration is to meet his responsibility for staffing the factory from a steady flow of applicants. Towards this end, he advertises locally at frequent intervals, pointing out that although there is no vacancy to be filled, the firm is interested to interview anybody who would care to apply. Having interviewed every applicant and having decided which of them would meet his requirements, Mr. da Costa maintains a chronological index of available labour. In an emergency, he can soon fill the vacancies. On the particular day I met him, he had three vacancies, whereas the previous day he had 14.

The next round

It appears that the basic reason for the absence of major problems of industrial unrest in this particular branch of the motor industry is that a progressive management have made it their business to devise a series of plans for ensuring good management-worker relations and spare no effort in equipping themselves to meet every feasible challenge.

Mr. da Costa has other plans to expand the value of the service he is trying to give his Company. When I asked him whether he considered himself over-worked, he replied: "Only so far as I would like more time to devote to other methods that I should adapt for the firm's use and benefit." Casting a wistful glance at a pile of books on job evaluation, he collected his file on negotiations and was fully prepared for another round with the unions.

If Mr. da Costa fails, these car-seat frames will not pass this corner



Discussion Leader

Why sell your grandmother?

WE were standing balancing a cup of coffee in one hand and a plate of assorted pieces from the buffet in the other. The talk turned to our everyday experiences. It appeared that one man in the group was in charge of an assembly process in a highly competitive mass-production industry. He remarked, half incredulously: "You know, even the charge-hand who has recently been an operator himself says to me—'All these men are interested in is the money they get out of the job. They would sell their own grandmother for ½d. an hour on the rate'." Apparently in complete agreement, his neighbour supplemented: "Never trust an operator is my motto. Low cunning is the most important quality a manager must possess".

Industrial Jekylls

I swallowed the last mouthful of my coffee and moved away from this knowing pair. Walking home, I wondered about this conversation. If operators really behaved at work in the way these managers obviously believed they did, what was the reason for it? I thought of the well-ordered, decent and sober fabric of typically British domestic life. As we learn from Geoffrey Gorer's study of the British character, British men of all classes take a great pride in their well-kept homes and gardens. They help to bring up their children to be honest and kind, modest and unaggressive. Rather than sell their grandmother for ½d. an hour on the rate, the majority would find a place for her in their own home, even at considerable hardship to themselves! If men can behave so responsibly as citizens and so irresponsibly at work, may this not be due to the way their factory is organized and managed?

King Cash

We know that it seems to be part of man's nature to have an 'ultimate concern' towards which he can aim. This goal provides the unifying force which binds his personality and character together. It may take many forms; the desire to get on materially, or socially, a love of country, belief in a political or religious creed and so on. Perhaps this firm was offering too low and narrow a goal—financial gain—to its employees, to satisfy their total personality? Was this incentive, offered by many managers as the main incentive to work, part of a wider company goal—to make profits—which itself was too narrow a goal to satisfy the true needs of the men and women who worked there?

How many managers in different companies think of profit-making as the main or only goal of their own concerns? I knew managers from a retail concern, who one and all gave this as the goal of their organization, when questioned about it at a managers' meeting. I had heard other groups of managers give similar answers. Yet the real goal of industry is to provide goods and services needed by the community. This goal embraces the need for efficiency and profitability—but it also allows for the development of individual personalities.

Work processes can be organized so that both these objectives can be reached together—provided the development of people is consciously seen to be a matter of 'ultimate concern'. Thus a department can be organized so that the only way of expressing oneself as a person is to make a high bonus. In such a department, the demand for yet more cash is often the only way of expressing other unfulfilled needs. The same department could be just as profitable and efficient under a manager who set out with the creation of rich and harmonious relationships as his goal, fostering the development of individuals and groups through consultation, training and fair dealing. Similarly, a sales force, faced with a highly competitive economic position, could be encouraged to develop a ruthless selling approach through the rewards given to this type of activity. Or the situation could be presented as a challenge to everyone to develop new and creative production or marketing techniques.

Integrity as a hobby

The first approach presented a narrow profit motive to the sales force, the latter had infinite possibilities for the maturation of the people concerned. Managers were in a position to choose between the two ways of pursuing their function many times each day or week. The total sum of managerial decisions would add up to the kind of situation described earlier; or it could add up to a 'climate' within an enterprise in which people felt the ultimate goal was worthwhile, and within which a man need not behave differently from the way he behaved as a husband or a citizen.

There were signs, I reflected, that many leading British firms were increasingly choosing the latter course. I wonder if your firm is one of these? On the other hand, if it places a strong emphasis on profits as the main goal, do you as an individual and a citizen sometimes feel a conflict within yourself? Do you sometimes have to make policy decisions or act in ways which are as we say 'against your better nature'?

Top Films on Work Study

As film is a familiar tool in work-study, we expect work-study films to be pretty sophisticated

by O. T. Curtis

THOSE who have been concerned with industrial training during the years since the war will now recall how controversial was the subject of productivity even as recently as ten years ago. They will recollect also that, in presenting aspects of this subject, they were often hard put to find suitable visual illustrations.

It was the British Productivity Council that first produced a regular series of films on work study as part of an ambitious programme designed to promote interest in improved techniques for increasing productivity. **Introducing work study** was their first general film on this subject, which aimed at presenting an over-all picture of work study—its nature, significance, and methods of application. This film was notable firstly for including as one of three major examples of successful work study a sequence on the reorganization of a milking parlour (a recognition of the fact that agriculture is itself one of our major industries); secondly for including an early example of what is now the familiar technique of memo-motion study; and thirdly, for the wide range of examples it presented in a very competent and interesting production.

Today the personnel or training officer who wishes to examine aspects of work study on film has a wide range of material to draw from. There are films aimed at promoting interest in work study as a technique; films concerned with examples of its successful application; films which show some of the skills used by the work-study engineer; films which relate the broader aspects of industrial planning to work study; films providing practical exercises for use in the training of work-study specialists; and films concerned with human reactions to work study as an industrial technique with some very bad, old, associations.

It is not easy to differentiate between films that advocate work study and those providing examples of its successful application, because the latter method is a cogent means of attaining the former objective.

Consider, for example, the British Productivity Council's film **All over the shop**—a first-rate presentation of a series of examples which includes three case studies—one concerned with the reorganization of the make-up department of a hosiery firm; a second showing the simplification of a job in the sheet-metal shop of an electronics factory (thus helping to overcome a serious shortage of skilled labour); and a third dealing with the new layout devised for a pharmaceutical firm's department concerned with the packaging of pills and other tiny products difficult to handle.

Such examples are convincing and many firms have introduced work study in one department at a time in this

way. It is interesting therefore to see a comprehensive approach to the problem in **The Whole Works,** which deals with the reorganization of the Edmonton plant of the British Oxygen Company—a plant which grew over the years on a site physically restricted by road, railway, and canal. Here a study of the problem suggested wholesale reorganization as the answer, permitting the more effective application of work study in each department by considering the needs of the plant as a whole.

Off the peg

Initially, those who wish to use films on work study will try to find examples concerned with their own industry. By now, many subjects have been covered, and it should not be too difficult for everyone to find some relevant film illustration. But since the principles underlying work study apply to every situation, much can be learned from a comparison of different industries, or by examining different aspects of one industry. Building, for instance, presents a particular challenge because of the variety of trades involved and the many different types of building activity; and also because here is an industry still mainly composed of small scale operators. Those interested may compare the B.P.C.'s film **Work Study Aids Builders** which deals with a variety of building problems, with similar studies from abroad. For instance, we have **Moscow Constructions,** which included examples of the widespread use of tower cranes at a time when they were non-existent in this country, and an ingenious device for hanging wallpaper; or the French film **Modern Building**—a very sophisticated study of new techniques used in all types of building from major public works to maisonettes and bungalows. But you might also wish to compare one sequence in the B.P.C. film, which deals with the handling of bricks on a building site with a complete film devoted to this subject made by the Building Research Station, **Handling Bricks in Packages,** and also with a new production **The New V-Brick,** which shows some of the economies and advantages of a new design of one of the earliest, constructional raw materials.

Many of us have enjoyed the satirical study of the secret work-study check in **I'm all right Jack**—successful in part precisely because there is much ignorance about work-study methods. Not so many have seen the National Coal Board's film **Shaft Survey,** which is still the best general film account of the detailed work of a work-study engineer. It is the story of the investigation of the reasons for the apparent deficiency in capacity of a pit shaft which cannot keep haulage abreast of mechanized coal-cutting. This account is presented in some very effective black-and-white location shooting. Completely different in approach is the American **The Flow Process Chart and how to use it,** which includes an entertaining and most effective animated sequence showing the application of the flow-process chart in that most depressingly regular of masculine occupations — the morning shave.

Techniques have to be learned and this demands training and practice.

One would welcome, therefore, many more short training films of the type sponsored by Hoover, and the National Coal Board, providing a series of rating exercises; or the eight-part, American film **The Rating of Time Studies,** including a variety of studies ranging from dealing a pack of cards to feeding a rolling mill.

Surprise packets

The films mentioned so far have all been concerned directly with work study. In seeking similar material, one should be prepared to look farther afield. Subjects such as materials-handling provide useful applications of the general ideas of work study (the British Electrical Development Association's **A Case for Handling** remains the most complete and effective film study of the subject; and films such as Unilever's **Time, Space and Effort** show the effective use of specialized equipment—in this case, the combination of fork-lift trucks and palletized loads. As with so much else in the specialized film world, one may find useful material in unexpected sources. Who would think at first glance that **Milk and Money** was of particular interest in this context; and yet, in a film designed to interest farmers in hygienic feeding on dairy farms, one finds some interesting examples of simple equipment, such as a hand-trolley designed for carrying milk churns, which are simple illustrations of work study principles. Films on automation are another source of ideas (such as a short sequence concerned with the famous Soviet automatic piston-making plant in the film **On the banks of the Middle Volga,** or the Ford film about their automated foundry in Detroit, **Technique for Tomorrow.**

The well-made film provides a record of great accuracy and considerable value, and film for the work-study specialist can be both a tool of research and a medium for education and training. It is in all our interests to see that it is as effective as possible in every rôle.

Films (16 mm) referred to in the text may be obtained from the following distributors:

BRITISH ELECTRICAL DEVELOPMENT ASSOCIATION, 2 SAVOY HILL, W.C.2.

A Case for Handling	black & white	30 min

BUILDING RESEARCH STATION, WATFORD, HERTS.

Handling Bricks in Packages	colour	14 min
The New V Brick	colour	17 min

CENTRAL FILM LIBRARY, BROMYARD AVENUE, ACTON, W.3.

All Over the Shop	black & white	21 min
Introducing Work Study	black & white	20 min
The Rating of Time Studies	black & white	124 min (8 parts)
The Whole Works	black & white	20 min
Work Simplification applied to Clerical Operations	black & white	19 min
Work Study aids Builders	black & white	26 min

G.B. FILM LIBRARY, AINTREE ROAD, PERIVALE, GREENFORD, MIDDX.

The Flow Process Chart and how to use it	colour	16 min
Milk and Money	black & white	20 min

HOOVER LIMITED, PERIVALE, GREENFORD, MIDDX.

Time Study Rating	black & white	8 min

NATIONAL COAL BOARD, HOBART HOUSE, GROSVENOR PLACE, S.W.1.

Shaft Survey	black & white	34 min

PLATO FILMS, 18 GREEK STREET, W.1.

Moscow Constructions	colour	40 min
Along the banks of the Middle Volga	colour	50 min

UNILEVER LIMITED, UNILEVER HOUSE, BLACKFRIARS, E.C.4.

Time, Space and Effort	black & white	20 min

An Oxford Conference for apprentices—the elect of youth in industry today

15 to 18

Sir Geoffrey Crowther Reporting to Industry

THIS report is about the education of English boys and girls aged 15 to 18. Most of them are not being educated'. The opening sentences of the forthright Crowther report—the result of two and a half years' work by an advisory council headed by the famous economist—deserves the close attention of line managers, personnel, training and education officers.

Like the appreciation of a good wine, this Report should be tasted slowly and with intervals to relish its flavour; but it is likely that persons outside the educational world will read initially only those chapters they regard as impinging on their own problems. Having read those sections, it is fairly safe to hazard that their curiosity will be sufficiently aroused to browse elsewhere in the Report. There is, for instance, an excellent 20-page summary on technical education and national training in Western Europe in an appendix.

The situation in England can be roughly summarized by saying that of the young people between 15 and 18

by David Davies
TECHNICAL ADVISER
INDUSTRIAL WELFARE SOCIETY

25 per cent are still at school, 25 per cent receive some further education, and 50 per cent no longer receive any formal education anywhere. Even this tends to give too rosy a picture, when it is remembered that of the 18-year-olds, only 8 per cent of the boys and 5½ per cent of the girls continue to receive full-time education.

For an industrial nation of our size and complexity, this situation is disquieting and, in education, places us towards the bottom of the class of comparable nations. Crowther suggests that, within 20 years or so, it should be our aim to give at least 50 per cent of all young people up to the age of 18 either full-time education, or in some cases a half-and-half mixture of college and industry.

And now to the section that specifically interests the industrial and commercial world. The report has seven parts and the part headed 'Technical Challenge and Educational Response' deals exclusively with further education. Any firm with an annual intake of five or more apprentices or trainees

is well advised to have a copy of the Report (H.M.S.O. price 12s. 6d.) as a standard reference on the subject, for a fifth of the whole Report is devoted to a problem in which such companies have a direct interest.

Company task

Further education is almost exclusively vocational in nature. It sets out to give knowledge and skills in some specific trade or job—with only 5 per cent of the courses offered dealing in general subjects. In consequence, further part-time education is dependent upon employment and, for practical purposes, the employer alone has the power to give or withhold it. It is a sobering thought that the power to educate our youth who are not at school is in the hands neither of the State nor the individual, but lies with industry and commerce.

Even if the employer wills that he gives his young employees day-release, it is granted in nearly all cases only to apprentices and trainees—and not invariably to this category. About 30 per cent of the 15 to 18's receive part-time day release, whilst it is thought that apprentices number about 35 per cent in the same age group. (Boys account for three-quarters of the youth released.) Day-release varies greatly with the industry (see table for best and worst groupings).

In practice, part-time day-release means an enlightened employer, a particular industry, and an apprenticeship of some kind. For the bulk of 15- and 16-year-old school leavers, the only avenue of educational improvement left is the evening class; but the casualty rate is high and only a small proportion persist. For the prospective day-release student of the next five years, the situation is alarming. Though more places are being provided, the impact of 'the bulge' is likely to show no percentage increase in the number of such students—the percentage might even drop.

Much part-time education is geared to the syllabuses and examinations of Ordinary and Higher National Certificates, City and Guilds and Royal Society of Arts Courses. After examining much evidence, the Report concludes that this educational ladder is at present too steep for most of those who are attempting to climb it. Of the students enrolling for O.N.C., a half obtained it with an exemption from S.1 and a quarter obtained it without such an exemption. The Intermediate City and Guilds was obtained by 50 per cent of the students when it was a two-year course, and by 28 per cent when it lasted three years.

The policy of not allowing students to advance to the next year if they have failed a subject, causes much needless retardation; and it therefore comes as no surprise to learn that 20 per cent of the students who eventually get H.N.C. spent seven or more years on the way. There is evidence to suggest that the actual length of a course has some bearing on success, irrespective of the student's application and intelligence.

Everyone's gain

Turning to the bulk of young people who receive no education at all after leaving school, the Report states that the Government should reaffirm its intention to introduce compulsory part-time education for all up to 17 years as stated in the 1944 Education Act. This would be done at County Colleges whose curricula would have four principal strands: an appreciation of the adult world, guidance on moral standards and human relations, development of physical and æsthetic skills, and continuance of basic education with vocational bias where appropriate.

And what are the implications of all this for industry? For the next six years, the State has its hands full in looking after current educational needs stretched to the limit by 'the bulge'. It is during this period that industry and commerce should do all that they can in the field of further education to anticipate its compulsory introduction in the 1970's. They should not grudge this effort as they will be the first to benefit from it. Some practical ways of grappling with the task are:

(1) Making it universal for all apprentices to have day or block-release

(2) Providing day-release for a greater number of girls (8 per cent receive it at present)

(3) Making available some form of training and education for youths in semi-skilled jobs

(4) Introducing a non-vocational aspect into industrial education as envisaged in the proposed curriculum for County Colleges

(5) Absorbing educationally the 200,000 young men between 18 and 20 who, until now, have been doing National Service.

Finally you may wish to ponder over the question put and answered in the Report (page 391): "An observer of English education can hardly fail to be disturbed by the large number of able boys and girls who lose their intellectual curiosity before they have exhausted their capacity to learn. . . . They may go on working; but it will be more for what they can get out of it than for what they can find in it. Is this inevitable?"

Students under 17 on day-release in Britain 1957/58. Percentages show proportion of students to total youth in this age group for each industry.

Industry	Boys per cent	Girls per cent
Public administration	83.5	73.3
Gas, Electricity, Water supply	80.2	24.9
Engineering, Shipbuilding, Electrical goods	73.9	10.9
Mining	63.7	7.8
Chemical and Allied Trades	53.8	22.8
Distributive Trades	6.8	3.3
Miscellaneous Services	6.5	5.6
Leather, Fur-processing and goods	4.4	1.2
Agriculture, Forestry and Fishing	3.1	1.6
Insurance, Banking and Finance	0.4	1.3

More than a million
'Take Home Books'
will be read in
British firms this year

by R. M. McKinnon

White and blue collars —they read the same books

"With some of the newer journalists, there is the flat assumption that the lowest level of response and interest only is 'de rigeur'. These are the men who speak of the 'views of established authors' and 'the classics' as though of a strange world, the men who provide syndicated ordinariness for the millions. These are the back-scratchers for 'the common man,' the cheer-leaders of the 'damned compact majority,' who smooth over faulty argument and blunt thought by hearty evasion and calls to ridicule".

WHEN Richard Hoggart wrote this passage in his book, *the Uses of Literacy*, he was not thinking of the problems of 'communication' in the sense that the term is used by industry. The trend he notes, however, does not make it any easier for the management which seeks through a communication programme to build up a lively-minded and well-informed work force. The high hopes that were once based on our various Education Acts have not been realized; and more than one social survey has established that millions of people from the moment they leave school never again pick up a book which, by any stretch of the imagination, could be described as 'serious'.

It is not startling, then, that so many managements are sceptical of the claims made for communication. The working-class mind, they argue, has been preconditioned by trivia and rubbish, and it is pointless for any company even to attempt the task of re-education. At best, via staff handbooks, house journals, films and simplified company reports, workpeople can be given the facts about a firm in digestible form.

Yet it is against this backcloth that one venture in industrial communication—a venture that depends solely on workpeople getting down to the job of reading—has been going from strength to strength. This is the *Take Home Book* service (launched at the beginning of 1956) by the industrial publishers, Newman Neame, to provide reading matter for employees at all levels in which the numerous and exciting issues of the age in which we live are treated intelligently and seriously. Since this service started, the number of subscribers has been steadily growing, and the annual circulation of *Take Home Books* has now reached the million mark.

Take Home Books are sold to subscribing companies who in turn distribute them free to employees. These booklets are of a standard size and format, 16 pages and about 2,000 words in length, with colour cover and lavish half-tone and line illustration.

As thousands know, a new title is issued each fortnight, and the topics covered range from economics, the use of capital, the work of the Stock Exchange, to the Press, advertising, philosophy, history, sport, architecture, space travel and a host of others. The list of authors includes some very well-known names, as is shown by this selection from titles already issued.

Our Taxes
Graham Hutton

Atomic Fusion
Dr. J. Bronowski

Protecting The Pound
Paul Bareau

The (Tommy) Steele Age
Sir John Wolfenden

Money
Bernard Hollowood

Prefabricated Thinking
Richard Hoggart

The Play's The Thing
Sir Ralph Richardson

What Men Believe
Dr. Donald O. Soper

To date, more than 100 *Take Home Books* have been issued, and those planned for the current year include booklets on astronomy, the Free Trade Area and the Common Market, archæology and computers. These publications are read by employees in private and nationalized industries, by office staff as well as factory workers—even by ships' crews. Altogether, about 80 organizations are subscribing to the service at present. Newman Neame, themselves, however, regard their present circulation only as a beginning.

Subscription rates for one year range from £45 for 50 copies per fortnight to £3,250 for 5,000 copies per fortnight. Special racks for every 100 copies are supplied free by the publishers who will advise on the siting of these racks. Bulk subscriptions can be broken for separate work places; for example, a subscription for 1,000 may be broken into five lots of 200. With bulk subscriptions, the cost can drop to almost 6d. a book per employee. However, to start with a subscription of one book for every two employees on the payroll is advised.

The objects of the service are:

(1) To improve industrial relations by showing the importance of work and workpeople in a fast-changing world

(2) To make workpeople at all levels alive to the complex problems and opportunities of the modern world

(3) To stimulate personal and team endeavour

(4) To help overcome resistance to change and new ideas.

Each book is scrupulously edited to give the facts about its subject. And it is a mark of the high and impartial standard maintained that no trade union has objected to their circulation among members. Not only is each booklet written in admirably simple fashion, but it is also utterly free of any political bias—even though it has a bearing on the attitudes of employees, their lives and their jobs.

World picture

Information does not of necessity reduce the gulf between knowledge and action, between conviction and the application of principles. The third and fourth points in the stated list of objectives, therefore, would appear to be optimistic, although it may be true of individual cases.

On the other hand, there is strong evidence that *Take Home Books* have amply justified the first two objectives. Thousands of people, from unskilled workers to senior executives, have an increased understanding of this modern age through their pages, and this is reflected in the 70 to 90 per cent renewal rate for subscriptions. The publishers have also learned quite a lot about the British worker and his outlook. Most important, they have learned that, without question, he is interested in a multitude of subjects that many managements believe to be over his head.

The books are also eagerly read by management. In the first place, this underlines that all ranks in industry can profit from the knowledge in them; and in the second place, through reading them, managements have come to realize that there is no question of 'getting at' the employees through their pages.

To find out for themselves the extent to which *Take Home Books* were being read, Shell Petroleum engaged an independent firm of consultants to carry out an enquiry among 1,400 of their employees. Some 91 per cent said they took the booklets home and, of these, 94 per cent considered them either 'very' or 'moderately' interesting; and 100 per cent of executives and managers read them. The figures for other groups were: white collared workers 94 per cent, skilled workers 92 per cent, unskilled workers 83 per cent, and women 82 per cent. This last figure is interesting because, in the main, they aim at men readers, though occasionally a title is introduced aimed more at women.

Another interesting result of the enquiry was that 99 per cent of readers found the booklets easy to understand, a figure which includes 75 per cent who found them 'very easy' to understand. On the other hand, 81 per cent had not bothered to find out who published the books and 45 per cent had not even taken the trouble to find out who paid for them. This lends itself to the interpretation that there was very little suspicion about their source or purpose.

Some comments from personnel managers of subscribing companies are also of interest, and a few are reproduced.

Mr. H. W. Reith, former personnel manager with Fisons Ltd., at Felixstowe said: "Perhaps you would like to know that these booklets have been well received by our employees at Cliff Quay, who have found the contents very interesting and helpful in broadening their general knowledge. There has been no adverse criticism from the trade unions concerned; in fact, it was a trade union official in our factory at Cliff Quay from whom the works manager had the most favourable reaction to the booklets."

Mr. J. Mason, labour manager at Enfield Rolling Mills Ltd., Middlesex, added: "The booklets are taken quite freely from the rack in our canteen and there are none left over. The fact that we never see any thrown away or left lying around the works is an indication that they arouse interest and are, in fact, taken home."

No axe

This booklet service differs basically from the majority of communication techniques in that there is no attempt to interest workpeople in the affairs and policies of the company as such. One of the reasons for starting the service was that the publishers felt that it would provide a secure foundation upon which companies could base their own communication policies by reducing the amount of ignorance and lack of interest which, paradoxically, seem to be by-products of the popular Press and mass-audience television.

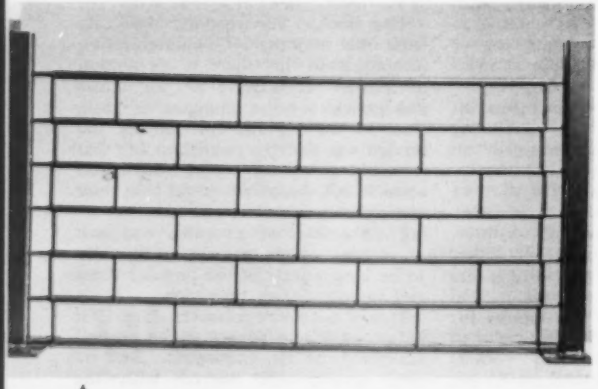
It will not work miracles. Nor is it industry's job to supervise the general education of its employees. But no one, surely, will quarrel with the proposition that it is in the common interest that *workpeople and executives* be widely and accurately informed.

SECURITY for wages, property, reputations

▲ *Whether delivering wages or collecting cash accumulations, a Security Express van is manned by ex-police officers who know most of the tactics used by modern highwaymen*

SECURITY is a management problem and its importance is proved by the recent evidence that after 14,000 offences of shop and warehouse-breaking, there were as few as 3,000 arrests. Clearly, every firm is at the mercy of the skilful operations of the modern criminal if its management neglects to safeguard the transportation of wages and to ensure the preservation of valuable goods and property. A further responsibility is imposed by the chances of criminal actions that imperil the good name of employees.

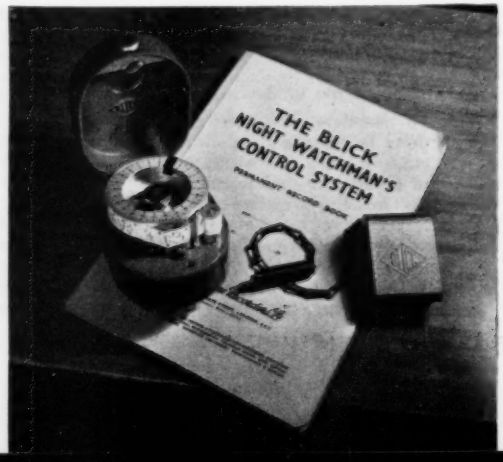
Statistics show that the crime rate in the United Kingdom has doubled since 1950. Undoubtedly, this indicates that the possibilities of financial loss through crime have been multiplied in office, warehouse and factory. It is fortunate that ingenious equipment has been devised to protect plant and persons: our survey offers a selection.

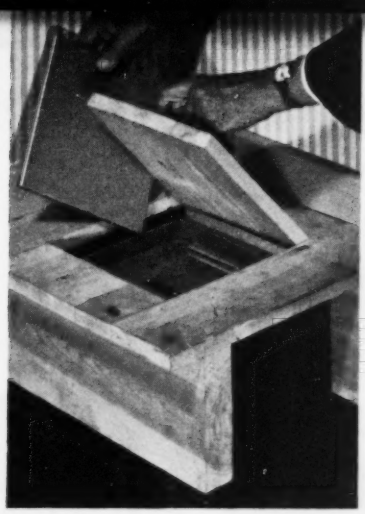


▲ *The folding window-grill (Rely-a-Bell) will drop into position as soon as a break-in is attempted. It can, of course, be locked in position if required*

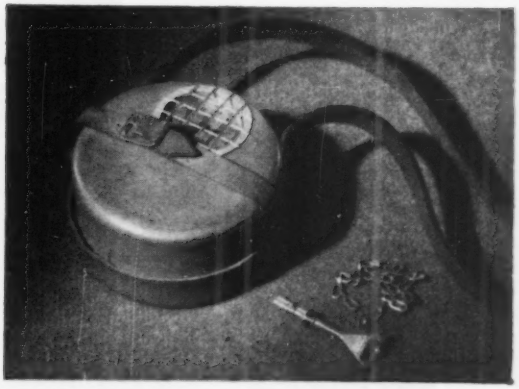
This recorder checks four essential duties of a watchman: frequent and thorough patrol at varied times over every section of the premises

▼





◀ *Where walls are too thin to accommodate a safe, the Chubb floor safe provides security for valuables under the carpet*



▲ *Suspicion can be averted from a night-watchman if his movements are registered on a Ellewellin's patrol clock*

▲ *Night Security patrol cars can be called to your premises, if the security officer is prevented from making his pre-determined report*

This Smiths portable time-recorder cannot be tampered with, since the master-key is retained by the manager in charge of the watchman ▶

WHAT'S YOUR CATERING PROBLEM?

A valuable amenity for your staff — an additional source of income for your canteen.

AUTOMATIC VENDING MACHINES supplied and installed for Peter Merchant by their associate company, British Automatic Company Limited.

PM PETER MERCHANT LTD

The Complete Catering Service

LONDON MANCHESTER EDINBURGH BELFAST

BATH SHEFFIELD BIRMINGHAM

"REVVI"
WALL WASHING MACHINE
Saves Time and Money

★ **Makes cleaning a joy**

★ **Improves working conditions**

★ **Stimulates 'good housekeeping'**

★ **Raises employee morale**

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket and sponge' work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.

PRICE COMPLETE £55

For further details write or phone:

REVVI Ltd., 70 BLACKSTOCK RD., LONDON, N.4 *Tel.: CANonbury 5246-7*

EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● **EFFICIENCY** ● **WELFARE** ● **OFFICE AIDS** ● **SAFETY**

● **CLEANING** ● **HEALTH** ● **VENDING**

For more information—free of charge—on items featured in this 'Equipment Market' section, **use our Reader Service Form (facing p. 46),** *quoting the reference number of the equipment that interests you. Urgent enquiries can be made by telephoning WATerloo 3388, Ext. 216*

Office Aids

STAFF LOCATORS

INSTANT communication with any one of nine sub-stations can be achieved with this new *Dialog Major* intercom system. The master unit (illustrated) gives access to various

sub-stations at the press of a button, and there is complete secrecy between circuits. Sub-stations, of course, can contact the master unit for two-way conversation. An interesting claim is that, subject to noise conditions, conversation is audible from as far away from the unit as 10 yards: each unit incorporates a volume-control switch, so that sound can be adjusted to suit individual conditions.

In addition to the talk/listen key at the master unit, there is also a dictation button which will allow the unit to be switched on permanently and leave the operator's hands free whilst he is speaking to a sub-station. There is also an 'engaged' button so that the person at the master unit can avoid being disturbed. For location of staff working in the open, there is an additional sub-station made to withstand the effects of bad weather.

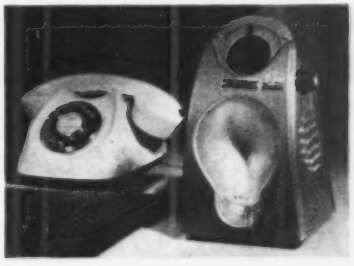
Power for the master unit is supplied by four ordinary *U2* torch batteries which could give up to 12 months' service. The *Dialog Major* costs £33, with sub-station units at £4 10s. each. Other models are available to give an even wider range of communication, including the linking of up to 10 intercommunicating master stations.

Enquiry Ref. No. 09/1

TRANSISTORIZED DESIGN

THE new *Fonadek* model is completely transistorized and, like its precursors, enables the user to have both hands free during a telephone conversation. But apart from this innovation, the model has several other improved features. In order to deal with the new range of telephones fitted with electronic ear-pieces, the *Fonadek* now possesses a redesigned

(Continued on page 39)



WHAT'S YOUR CATERING PROBLEM?

Trying to keep firm control without being run off your feet? Fully trained, highly qualified assistance from Peter Merchant—the leading industrial caterers in this country—would leave you free to get things done *the way you like them done.*

You would be relieved of all worry connected with accounting, stock control and forward estimates, and any or all of these specialised services would be yours:

Expert buying on a nation-wide scale

Top-ranking dietitians and biochemists in PM's research laboratory

Work-study and other teams related to all branches of catering

Training schools for initial and refresher courses

Canteen staff—from executives down

PM PLANNING SERVICE FOR ARCHITECTS

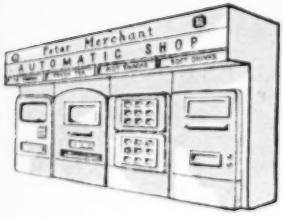
Peter Merchant are always delighted to co-operate in planning and estimating for canteen layout, equipment and furniture—preferably at the earliest possible stage.

Our new brochure, full of informative facts about catering, should interest you. Write for a copy to

PETER MERCHANT LTD

5 TURNEY STREET LONDON W.1. TEL.: WELbeck 6011

The Complete Catering Service



A valuable amenity for your staff—an additional source of income for your canteen.

AUTOMATIC VENDING MACHINES

supplied and installed for Peter Merchant by their associate company, British Automatic Company Limited.

LONDON **MANCHESTER** **EDINBURGH** **BELFAST**

BATH **SHEFFIELD** **BIRMINGHAM**

"REVVI"
WALL WASHING MACHINE
Saves Time and Money

★ Makes cleaning a joy

★ Improves working conditions

★ Stimulates 'good housekeeping'

★ Raises employee morale

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket and sponge' work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.

PRICE COMPLETE £5 5s

For further details write or phone:

REVVI Ltd., 70 BLACKSTOCK RD., LONDON, N.4 *Tel.: CANonbury 5246-7*

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A Monthly Survey for Personnel Managers

● EFFICIENCY ● WELFARE ● OFFICE AIDS ● SAFETY
● CLEANING ● HEALTH ● VENDING

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Enquiry Ref. No. 0681

TRANSISTORIZED DESIGN

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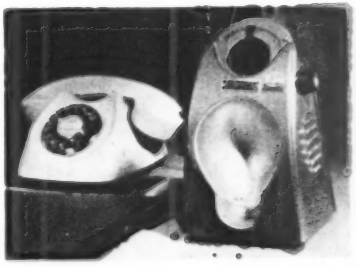
(Continued on page 100)



ZALPON

washing cream
for personal hygiene

That's all it costs to ensure personal hygiene with Zalpon Washing Cream. Today hospitals, factories and offices rely on Zalpon as a safeguard to health. And Zalpon is so economical, because while it ensures a constant supply of soap, it cannot be pilferred from its locking dispenser.

Zalpon Washing Cream washes cleaner than ordinary soap, yet it is kind to the hands.

AN IZAL PRODUCT NEWTON CHAMBERS & COMPANY LIMITED, THORNCLIFFE, SHEFFIELD

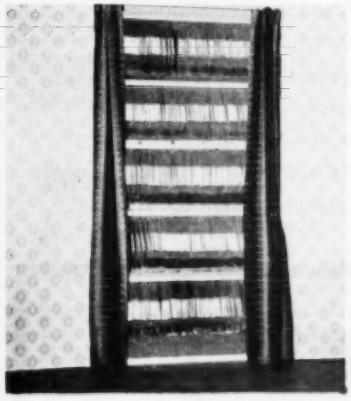
For further details, complete enquiry coupon facing page 46

magnetic induction pick-up that is fitted quickly by means of a patented plug-in attachment. The in-built speaker is claimed to give greater volume than before, and there is provision for a larger, external speaker which is essential on some telephones. The unit costs 19 guineas.

Enquiry Ref. No. 04/2

ALCOVE FILING

THE current premium on office space makes the introduction of a new concept in lateral filing all the more welcome. Instead of having a filing cabinet jutting out into the office and

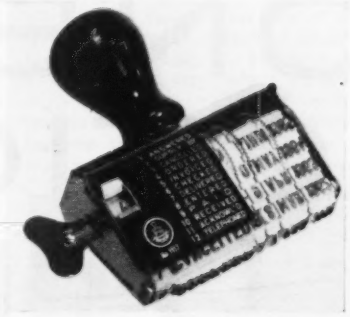


taking up valuable inches, it is now possible to have the filing rails fitted into any alcove in the office. At about £1 per foot run, the rails are provided to fit any available space and are delivered complete with the necessary fixing and supporting brackets. As shown in our illustration, the files can be obscured by an attractive curtaining material which could well introduce a dash of much-needed colour into the office.

Enquiry Ref. No. 04/3

MULTI-PURPOSE STAMP

THE work of 12 separate office stamps can be managed by this single unit, known as the *Dial-a-Phrase*. Alongside the usual dating bands, there is another phrase band which carries up to 12 different texts: 'ordered', 'invoiced', 'delivered', etc. Each one is numbered and is set up by simply turning the key at the side until the correct figure appears in the window. The dating bands are adjusted in the usual manner—by turning the toothed wheels between the bands. The *Dial-a-Phrase* costs 10s. 6d., including purchase tax.



Enquiry Ref. No. 04/4

Heating

WILTON WARMTH

ANY office can be fitted with floor heating without the expense of having the boards or floor-covering removed. A new range of carpeting has been introduced which combines its usual function with that of a 1,000 watt electric heater. The carpet is a plain, high quality Wilton (fully finished and mothproofed) with the protected heating elements woven inside and hidden beneath the pile.

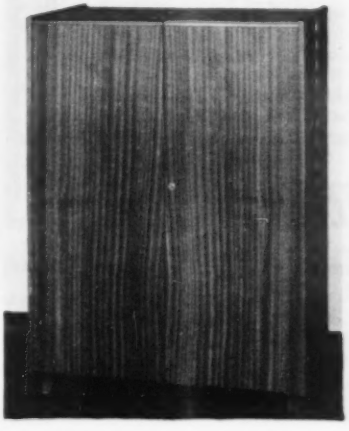
A constant, gentle heat is evenly diffused over a wide area, although the carpet is never more than pleasantly warm to the touch. Operating at a safe 25 volts, the carpet is supplied

(*Continued on page 41*)

PACK-AWAY OFFICE UNIT

YOUR office need measure only 65¼ in. high, 21⅛ in. deep and 63½ in. wide, and still contain most of the items you require. New, from Norway, comes the *Miniature Office* with the following facilities: 14 pigeon-holes, including one for the typewriter; a spacious drawer fitted with an equipment tray; a pull-out shelf to take letter-trays, maps or large ledgers; a removable filing unit; a shelf for book-files; and a large desk top. There is also an adjustable working light on the left-hand side of the unit. When the time comes to shut the office, the desk sides fold down and the remainder is retracted; the side compartments swing in, and the complete unit is locked to protect valuable documents. In the closed position, the office is reduced in width by half, to 32¼ in., so that work can be completely forgotten (all that remains in sight being an attractive mahogany cabinet). With the interior woodwork of birch, the *Miniature Office* costs £65, and delivery is from three to four weeks.

Enquiry Ref. No. 04/5



The 'Miniature Office' when open (above) gives ample room for most items. Closed (left), it economizes on space

ONLY ONE PRACTICAL SOLUTION

It *seems* the kind of problem you can leave to the caretaker. But, in fact, your choice of toilet paper system can make a big difference to your overheads and your staff relations. It must meet many stringent requirements — hygiene, economy, easy installation, proof against pilfering. Only one toilet paper system passes all the tests — ONLIWON, the cabinet system that has been installed in industrial concerns and public institutions all over the country. In a neat, *locking* cabinet holding approx. 760 sheets, 5 in. x 5¾ in., Onliwon is the finest, purest tissue available. Write for samples and price list.

ONLIWON

TOILET PAPER CABINET SYSTEM

Among the larger users of the Onliwon System are:—
Aberthaw and Bristol Channel Portland Cement Co. Ltd • Aberthaw and Rhoose, Glam • British Sugar Corporation, London • British United Shoe Machinery Co. Ltd., Leicester • Ford Motor Works, Dagenham • Hackney Borough Council • Hoover (Washing Machines) Ltd., Merthyr Tydfil • Ransome and Marles Bearing Co. Ltd., Newark-on-Trent • The Metal Box Co. Ltd., London • Vauxhall Motors Ltd., Luton • The Steel Company of Wales and many others.

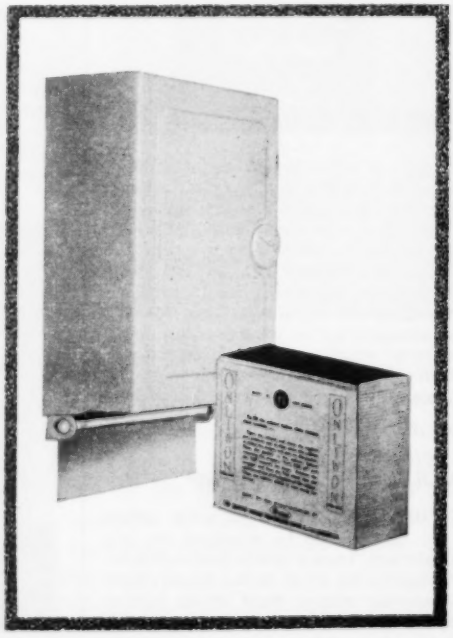
AND REMEMBER **ONLIWON** PAPER TOWELS

Strong and absorbent, these paper towels combine perfect hygiene with economy. In locking cabinet as for toilet paper, each packet holds 100 towels.

BRONCO LTD., formerly BRITISH PATENT PERFORATED PAPER CO. LTD.
HACKNEY WICK, LONDON, E.9

Telephone: AMHerst 4771 (5 lines)

Manufacturers of Bronco toilet rolls and packets



For further details, complete enquiry coupon facing page 46

complete with a transformer, and needs only to be connected to a power point. The makers have confirmed that it meets all the safety standards applying to every electrical appliance, and they also say that the weight of heavy furniture will not damage the heating system.

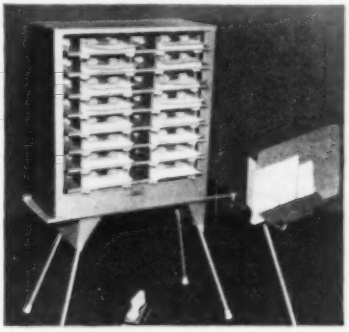
The electrical installation in no way prevents the cleaning of the carpet by conventional means: either by vacuum cleaner or by shampooing. And it is claimed that to roll up the carpet for laying in another room is a simple and safe matter. The standard size is 12 ft by 9 ft, and carpets are available in three contemporary colours: almond green, cherry red or sandalwood. Where a fitted carpet is required, the makers can supply an exactly matching body carpet (unheated, of course) in each of the three colours, for use as a surround. Complete with transformer, the carpet will retail for between £85 and £90.

Enquiry Ref. No. H4/1

Efficiency

AUTOMATIC COLLATING

DUPLICATED reports or home-made house journals may be collated with great speed and efficiency with the improved range of *Metromatic M.D.3* collating machines. Each of the four machines in this range is now supplied with a special stand attached to which is the 'Jogger' aligning device. Collated sheets are placed in the tray and are automatically aligned to a perfect register at the top and sides. Operation of the machine is quite simple: pressure is applied to the foot-pedal which sets the machine vibrating, so that the top sheet of each stack of papers is ejected in readiness for hand gathering; the bundle is then set down in a tray, where all sheets align themselves, whilst the operator gathers the next batch. The difference between the four models lies in the number of stacks they accommodate:



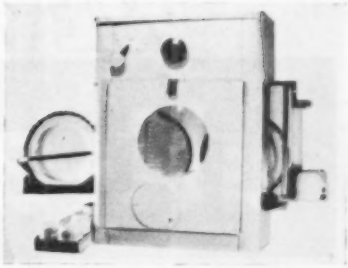
six, eight, 12 or 16. The two smaller machines will take papers up to 11-in. thickness, whilst the two larger ones take sizes up to 23 in. Respective prices are: £61 12s.; £68 12s.; £78 2s.; and £88 2s.

Enquiry Ref. No. E4/1

Welfare

COMPACT DISHWASHER

MADE to fit snugly on most draining boards and requiring no plumbing, the *Minx* semi-automatic, dish-washing machine is said to scrub, rinse and eject dishes in three seconds.



Plates and crockery are fed into the right-hand slot and are then rotated by power-driven rollers between two revolving nylon brushes; at the same time, water jets with detergent are directed on to the plates. As soon as another dish is inserted, the clean one is automatically transferred to the rinsing brushes, and moves out of the machine when a third dirty item is introduced.

Cups and glasses are first placed on the rotating brushes, exposed at the front of the machine; they are then transferred to a chute behind the dish-receiving slot, and from there are automatically fed through an enclosed rinsing chamber where they are subjected to powerful jets of water both inside and outside.

The water is supplied to the machine by attaching a hose to a tap or water-heater. Power is supplied from the normal electrical point with no special installation. The unit costs £105.

Enquiry Ref. No. W4/1

(Continued on page 43)

"G" BLOCKS FOR GENTS' CHANNELS
IMPART FRESHNESS TO URINALS
INSOLUBLE IN WATER
ABSORB OBNOXIOUS ODOURS
12 doz. 117/- 6 doz. 61/- 3 doz. 31/-
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FOR ALL TOILETS
Perfect deodorizers
Purify atmosphere
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A '7 STAR' LOGICAL CLOAKROOM
* SAVES SPACE
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Ultraderm can be used for any type of wound or injury. The active antiseptics, in addition to their power to destroy bacteria, have the ability to aid in the removal of grease or dirt from the skin. The cream is active against bacteria even when diluted with tissue fluids and at the same time is miscible with water which makes its removal easy when a fresh dressing has to be applied. The combination of antiseptics has been chosen to cover the whole range of gram positive and gram negative bacteria. Ultraderm does not stain clothing and is stable over long periods of storage.

Ultraderm contains a mixture of Centrimide and Domiphen Bromide plus a skin regenerating hormone. Use on cuts, grazes, burns, rashes, skin conditions, etc.

Orders may be forwarded direct to the manufacturers :

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Personnel Protection
M-S-A* got you covered

Wherever men are at work, risk of injury is almost always present. The hazards become part of normal working conditions and familiarity often breeds contempt or at least disregard.

M-S-A* safety appliances are designed to encourage the wearing of protective equipment by being attractive in appearance and comfortable to wear in addition to complying with all relevant specifications in application and manufacture.

Production facilities maintain highly competitive prices and prompt delivery. Information is available on the following M-S-A products. Please send for brochures.*

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Telephone Shettleston 3421/6
Telegrams Minsaf Glasgow
Telex 77415

Send for the MSA man*

Safety and Welfare Officers are invited to call in their M-S-A* Sales Engineers in London, Birmingham, Manchester, Newcastle, Belfast and Glasgow on Industrial Safety Problems.
(*Trade Mark)

For further details, complete enquiry coupon facing page 46

QUANTITY COOKING

THE makers of the *HO 101* rice cooker believe that cooking by steam keeps the grains separate and avoids coagulation. This new appliance appears suitable for the very large canteen which needs to cater for great numbers. A full charge, 50 lb of dry rice, they say, can be cooked in approximately 90 minutes. With overall dimensions of 34½ in. (height) by 32 in. (width), the rice cooker is supplied for single or three-phase a.c. only, and has a maximum loading of 9 kW. The outer case is constructed

of heavy-gauge sheet steel, finished in mottled grey stoved enamel. Interior fitments comprise the inner lining, basket, water well and lid, and are all made from stainless steel. For ease of operation the lid is counter-balanced.

Enquiry Ref. No. W4/2

Cleaning

QUIET SWEEPER

DESPITE its industrial appearance, the *Simplex Floormaster* is claimed to be as light and as mobile as the average domestic floor-cleaning appliance. The makers recommend it for use on all types of flooring, carpeting or even mosaic. Since this model is an addition to the makers' existing range, they have constructed it so that

the power unit is detachable and interchangeable with all other models. This machine has a variety of uses other than floor-cleaning: it can be adapted for spraying and blowing purposes. As an aid to noise reduction, the machine has a special two-stage spring suspension which, say the makers, renders it almost silent in operation. The trolley is detachable and is fitted with rubber-tyred, ball-bearing wheels.

Enquiry Ref. No. C4/1

It is hoped that firms with new products for better and safer working in industry will continue to send details to the Editor. In this way we can maintain the news value of our comprehensive Equipment Market—and continue to assist the great number of our readers who are using this free Enquiry Service.

PEST CONTROL

WITHOUT injury to birds, the new *Bird Baffle* seeks to solve the problem of disfigurement or even damage to buildings. Fitted to gutters or window sills, the device prevents the birds settling. This it achieves by rows of blunt projections which are formed at specially-determined angles. Made from 20-gauge aluminium in 8-ft lengths, it may be fitted to follow the

(*Continued on page 45*)

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DH107

Help to prevent the spread of Polio

You know that doctors are inoculating children to make them immune from Poliomyelitis and it is especially desirable that this immunisation campaign should be vigorously pursued and as widely extended as possible. But common sense methods of hygiene, as a further protection against Polio, should not be ignored.

The Poliomyelitis virus is found in large numbers in the intestinal tracts of people suffering from the disease. But "*a large proportion of the virus hosts are symptomless carriers*".*

These carriers are often quite unaware of the presence of the virus and unaffected by the disease themselves; but they can unwittingly infect others who may then develop the disease. Flies and bluebottles are, of course, also distributors of Polio virus and dangerous germs in general.

You can help considerably by insisting on high standards of hygiene in your Offices and Factories. The washing of hands before meals and after going to the toilet is *most important*. And constant war should be waged on flies.

As shown by the World Health Organisation's Technical Report, oxidising agents are the most effective chemical disinfectants against the Polio virus. *Domestos is an extremely powerful oxidising agent.*

It is therefore a sensible precaution to use Domestos for cleaning and disinfecting all surfaces in kitchens, canteens—wherever food is handled and prepared; in dustbins and waste containers; and in all lavatories and urinals.

Send for Publication No. 98 which gives detailed instructions for use.

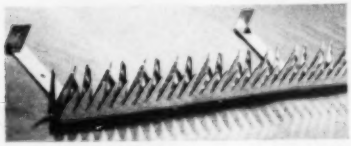
* "Topical Aspects of Poliomyelitis" "Journal of the Royal Society of Health" Dec. 1956

Issued in the interests of Public Health by **DOMESTOS LIMITED**

Consultants in Hygiene

NEWCASTLE UPON TYNE, 6.

For further details, complete enquiry coupon facing page 46



lines of cornices and other architectural features, and is secured by metal straps that can be fixed to any adjoining surface. The material used for the baffle ensures that there is no corrosion as a result of bad weather, and the design allows all rainwater to drain away. The price is 2s. 3d. per foot (including a 4-ft fixing strap with each 8-ft length of baffle), and additional fixing strap costs 1s. 1d. per 4-ft length.

Enquiry Ref. No. C4/2

Lighting

MAGNETIC LAMPS

SINCE general lighting schemes cannot always provide adequate illumination for particular kinds of close work, the practice of installing individual lighting fitments is growing. Among the latest appliances designed for this purpose is the range of *Rotaflex* magnetic adjustable lamps. In offices or at workbenches, the base of the lamp will cling to metal surfaces. To suit most conditions, the magnetic lamp is made in four types for vertical or horizontal surfaces: wall-bracket vertical, £3 10s.; desk-side vertical, £3 19s. 6d.; desk-top horizontal, £3 15s.; and flexible arm type, £2 19s. 6d.

Enquiry Ref. No. L4/1

Safety

IMPROVED DE-MISTING

THE *FV 8* swivel face-shield is an entirely new version of the makers' heavy-duty shield. This improved model has been designed to achieve a greater degree of ventilation, thus increasing its de-misting properties. An aluminium strip swivel, mounted on the screw-adjustable harness, carries a heat-reflecting, clear or coloured acetate screen which can be supplied in 6, 8, 10 or 12-in. depths. These screens are easily removed, since they are held in position by non-ferrous set screws and plastic-covered nuts which are secure when merely hand-tight.

Enquiry Ref. No. S6/1

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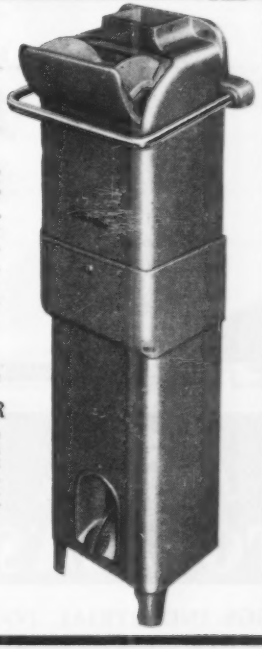
This G.E.C. incinerator offers the best possible means of sanitary disposal, for with it toilets acquire a high standard of hygiene and are always pleasant to use. Every woman will appreciate this very necessary extra service.



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Wall mounting unit distinctively finished in gleaming white with black fittings. For premises used by up to 50 women. Cat. No. HO 6740. £25. Send for informative publication HO 4283.

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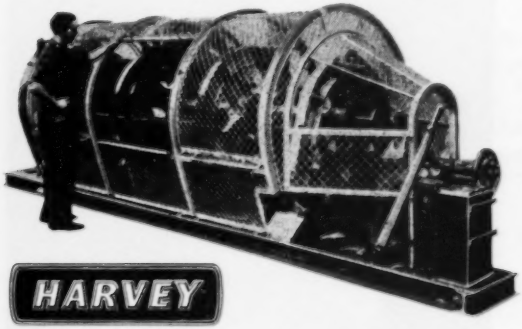

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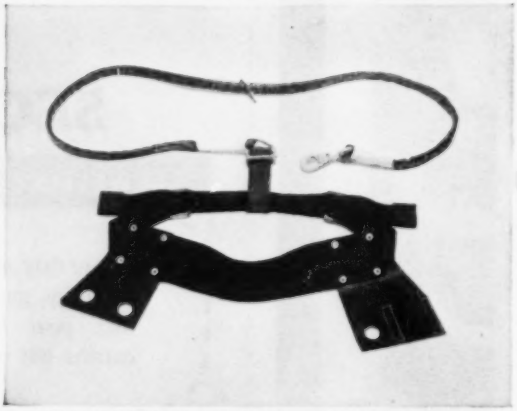
Manufactured from 'Terylene' and with special attachment ropes, both belt and harness are comfortable, rot-proof, almost indestructible *and* inexpensive. They have great strength—and light weight.



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Type SB/8F, weighs less than 3 lb.

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Comfort, like efficiency, plays a particularly important part in the best safety equipment.

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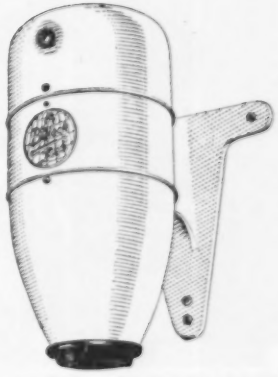

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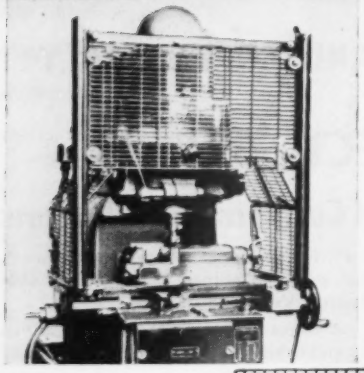

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Illustration shows a Guard fitted to a Vertical Milling Machine and so arranged that until the Guard is completely closed, the machine cannot be set in motion. Alternatively, any attempt to open the Guard immediately stops the machine.

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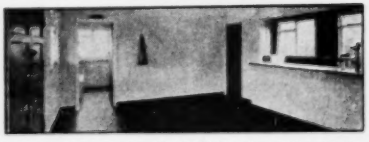

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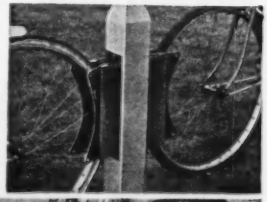

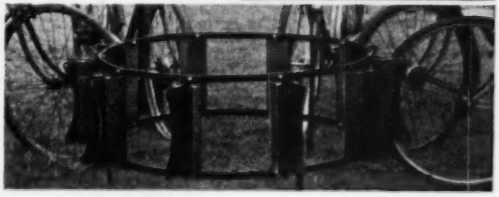

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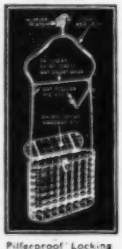

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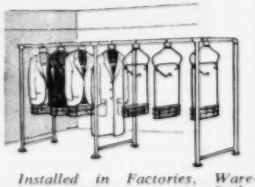

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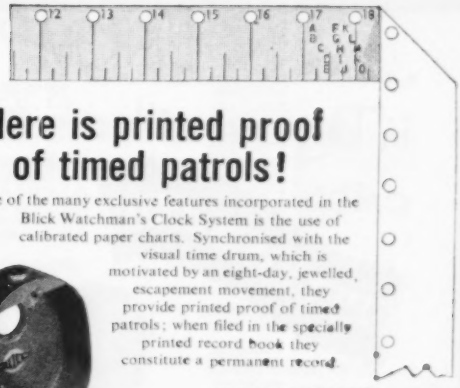

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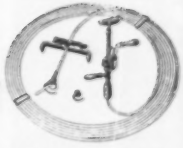

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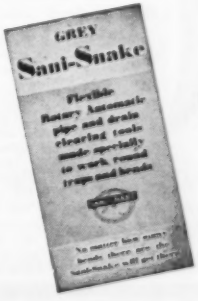

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